

RECRUITER

United States Army Recruiting Command April 2002

Journal

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the tip of the spear."**

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Recruiter

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Most soldiers aren't faced with the unique dietary challenges of the recruiter. The average Army workday revolves around mealtime. One of the most important things we can do is insure that we have a healthy diet.



Keeping our eye on the ball

MG Michael D. Rochelle



Former British Prime Minister Sir Benjamin Disraeli once said, "The secret of success is consistency of purpose." I find those words especially significant as we take stock of our success this fiscal year.

At the close of the second quarter, we have achieved the year-to-date Army accession mission and have postured ourselves for success during the so called "bathtub months" (February through May), when we've traditionally experienced recruiting difficulties.

Finally, DEP loss rates throughout the command are at an all time low! These are fantastic accomplishments, indeed! However, as we celebrate our accomplishments, we must never lose sight of why we (USAREC) are here, or the important role each recruiter plays in securing the future of our Army.

That brings me back to Prime Minister Disraeli's statement — "consistency of purpose." For us, consistency of purpose means keeping our eye on the ball. What ball, you ask? The ball that represents an Army which is the envy of every Nation on earth! The ball that represents an Army that reflects the democratic free people whom she serves in race, gender and ethnicity — one of our great strengths, I might add! The ball that reflects the quality of our youth, which is essential to the Objective Force of the future! That's consistency of purpose for us. Prime Minister Disraeli did not know it, but he was speaking directly to us (USAREC) when he uttered those words in 1870. Here's what he was telling us.

First, there is no one to whom our Army can turn for her strength except us (USAREC). We have answered her call since 1973 and the start of the All-Volunteer Force. Consistency of purpose means we will continue to answer her call — in full. That's consistency of purpose.

Second, in this time of national trial, our sense of

urgency for fulfilling our vital role must be equal to the sense of urgency felt by every fellow soldier directly engaged with today's enemies of freedom. That's consistency of purpose.

Third, we must *recognize* and *internalize* the demand for quality to man our Army of today, acknowledging that those young men and women we enlist will form the nucleus of Army leadership for the Army of tomorrow — Objective Force. That's consistency of purpose.

Fourth, we must accept that we are playing an essential role in writing a pivotal chapter in our Nation's history. That chapter, when read by our children and grandchildren, will be seen as the one which discourages future practitioners of terrorism and detractors of de-

"The secret of success is consistency of purpose."

*— Sir Benjamin Disraeli,
former British Prime Minister*

mocracy from visiting their evil notions on America and her allies. The chapter we are writing will be pivotal because it will prove that high quality young Americans will step up to confront this or any challenge. For that too is consistency of purpose.

Finally, consistency of purpose can be seen in the words of another world leader; one who undoubtedly was addressing us when he uttered these words shortly after September 11th, 2001: "...We will not tire. We will not falter, and we will not fail." Our Commander in Chief understands consistency of purpose. He too was speaking directly to us (USAREC). We will not let him, the American people or our Army down!

Mission First, People Always!

I write these articles since I believe the Recruiter Journal is a valuable tool for delivering command information. Of course, when the subject is time sensitive, e-mail is better. Now I don't know about you, but I'm inclined to keep any information relevant to today. Especially if it's something I can use for future reference. It shouldn't surprise most people that know me that I still have copies of the Journal dating back to October 1980. USAREC may not have a historian, but the Journal *is* a living history of our command.

It's captured the comings and goings of our commanding generals and command sergeants major. The articles tell of our never ending pursuit in technology, training and operational efficiencies — always trying to make the recruiter's job easier.

The articles I most enjoy are the ones about the soldiers on point. It's their contributions, recognition, ideas, and stories that make USAREC history.

I wrote this article as we closed out RSM February. We achieved 99.8 percent of the USAR mission falling a mere six contracts short. For the fifth straight month we exceeded the USAR accession mission. In fact, USAREC recruiters in the first five months of FY 02 have enlisted 1,599 more soldiers than mission. For the first time this year, we fell short of our RA objective to achieve 100 percent gross and at least 90 percent net. However, we exceeded accessions by 89. That puts us 533 ahead for the year. Additionally, we filled all MOS training seat requirements and reduced DEP loss to 9.4 percent. Not surprising, March mission is practically done. We need less than 500 in and for contracts. This means we can concentrate on April and May fills.

We achieved 97.8 percent of the grad and grad like mission in February. Our success can be attributed to the emphasis at all levels on the grad and college market. February's accomplishment put us ahead of glide path to fill the bathtub months. MG Rochelle's goal is to end FY 02 with first quarter FY 03 in the bag. We can do this but we must continue to produce the high volume of grads, improve DEP sustainment in the summer months, and reduce the number of non-producing recruiters.

Since we appear to be doing so well you may think I'm paranoid by reiterating the same old stuff. Hey, I've been down this road too many times. Take your eye off what's important and even the best laid plans, etc. The reality is the cyclic summer rotation does have an impact.

CSM Roger Leturno



Great organizations have stalled and others failed when key leaders departed. It shouldn't happen, but it does. Additionally, large numbers of recruiters will rotate this summer. New recruiters and new leaders mean challenges. We must be ready.

MG Rochelle has pointed out to battalion and brigade leadership several areas that need immediate attention. One is the New Recruiter Program. To put it bluntly, the program is broken. Too many first-line supervisors who have the responsibility for training, mentoring, evaluating, and counseling these noncommissioned officers are surrendering their responsibility while company and battalion leaders with responsibility for inspecting quality of training just give it lip service. I expect you to fix this.

Do it right and identify the soldier that can't succeed early. You should know by the fifth month. Don't drag it out for an additional four more months. As the CG said, "Once you sign off accepting them, you own them."

It should be obvious as we approach fourth quarter (with all its challenges), that the current goal of four interviews and one test per recruiter per week will not be adequate to achieve mission success. The work required of new recruiters or new leaders in unfamiliar markets is considerably different from seasoned recruiters in familiar markets. To this end, we are returning to a Mission Accomplishment Plan (MAP). The MAP can help leaders at each level determine the weekly work requirements for success, allow adjustments for prospecting shortfalls and missions achieved, determine choke points in conversion and create something closer to even flow. MAP is only a tool. Leadership is the answer.

Hopefully I've succeeded in articulating where we are and the road ahead. We are on track to meet this year's goals. I hope the reader understands that USAREC is in good shape. But, good isn't enough for the years ahead. We have plenty room to grow.

So, when the Recruiter Journal, in a not-too-distant issue, declares success for FY 02 you can refer back to this article because I said it first. Good Recruiting!



U.S. ARMY
CHAPLAIN
COUNSELOR
RELIGIOUS
EDUCATOR
SPIRITUAL
COUNSELOR
RELIGIOUS
EDUCATOR



Chaplain's Motivational Notes



by Chaplain (LTC) Jim Stephen
HQs USAREC

A new dream

“What do you want to be when you grow up?” and “If you had one wish, what would it be?” are questions we often ask children. And it doesn’t take long for them to respond. In an instant, their imaginations run wild: an astronaut, a cowboy, a princess, the President. Their wishes have no bounds: to be able to fly, to eat ice cream every day, to own a pony.

Could you respond to such questions as quickly? Why is it that, as adults, we often stop dreaming? Perhaps, we think only children should spend time in the world of make-believe. Maybe we’ve given up on dreaming after nursing the cuts and bruises of fallen dreams. Or perhaps our life’s vision was too carefully constructed, too completely defined, to settle for just a few of its thousand pieces.

But can we ever be too “grown-up” to believe in a dream? In the children’s story *Flavia and the Dream Maker*, Uncle Jack counsels:

“... if one dream should fall and break into a thousand pieces, never be afraid to pick up one of the pieces and begin again. Each piece can be a new dream to believe in and to reach for. This is life’s way of touching you and giving you strength.”

No matter how many times our dreams have been shattered, regardless of the waking realities that may weaken our resolve, each of us can believe in another new dream. Just as a dream can be broken in an instant, just as a hard, cold reality can slap us in the face, so also can a dream come true — in a flash, in what seems to be an inconsequential moment. Or the realization of a dream may take a lifetime — and more — because a dream usually requires hard work, determination, and even flexibility as it changes through the years.

With a dream-inspired blueprint in the background, a remarkable reality — a dream come true — can somehow be discovered in the foreground. Even as sophisticated and experienced adults, we must not be afraid to dream. For, as Thoreau observed:

“...if one advances confidently in the direction of his dreams ... he will meet with a success unexpected in common hours.”

Please let me know if this message spoke to your need today. Send your note to: James.Stephen@usarec.army.mil.■

Interview with the Sergeant Major of the Army

By Pearl Ingram, Editor
Recruiter Journal

The following interview with Sergeant Major of the Army Jack L. Tilley was conducted at the USAREC Annual Leaders Conference, Jan. 23 in Nashville, Tenn.

If all of our recruiters could have been here in the audience, what would you want to talk to them about?

I would want to tell them how well the Army is doing.

Look at our pay and housing. We received the best pay raise in 20 years, since 1981, I think. And, the raise focused pay on the NCO Corps.

When you talk about housing, we're increasing BAH to hopefully get rid of out-of-pocket expenses by the year 2005. And we're privatizing housing at places like Fort Meade, Fort Carson, Fort Lewis, Fort Hood, Fort Bragg to make things better, and we're building and renovating houses and barracks all across the Army. We've finally secured increases in base ops money, which funds the infrastructure maintenance. That has increased from 68 percent to 92 percent.

When you talk about medical care, there are a lot of people working to make it better for us. Medical care is really tied to money, and I believe nearly \$2.2 billion was added to medical care this year.

Virtually every area that has concerned me since becoming the Sergeant Major of the Army they are working on – things like pay, housing, medical care, our retirement benefits, our schooling system, and the transformation of the Army.

If you look back at the Chief of Staff of the Army and what he has been saying and promoting, you realize that the vision he had as far as changing our Army is right on target. In fact now, because of Afghanistan, you can really see the need

for a quicker more agile military force that gets us on the ground a lot faster.

Do you see ways that the transformation of the Army will affect recruiters and the NCOs assigned in recruiting?

I think it will affect all of us a little bit. When we talk about transformation, we're not talking about two brigades at Fort Lewis. Transformation in my mind is our education system in the Army. It's our housing — it's everything. Will it effect what a NCO does on an everyday basis? I think not. With the technology, it may affect the type of equipment that he has, but I think that is the biggest change. The basics of leadership, taking care of soldiers and ensuring soldiers are trained will not change drastically just because we adopt new tactics or get new equipment.

What do you know about BAH increases? Most recruiters don't have access to the commissary, to installation childcare centers, or to an installation gymnasium. Do you see any changes there?

The Army is looking at BAH. How we pay people like recruiters, ROTC cadre and others not based near an installation is something I have personally brought to the attention of several Army leaders and agencies. We've been working that a year and a half, but I'm not sure how it is going to come out. The good thing is that we're looking at it and are trying to make it better. The system that we currently have with ZIP Codes, and I'm not sure that is the best system — but I'm not sure what system we should use. When people live off post, they often live where the schooling is the best for their kids. So you may get BAH for one area but you're living in another zone, which is more expensive.

When we have surveys, that's what we ask about. The Army sends out surveys every year asking soldiers about housing and other things. Sometimes we don't understand how important it is to



give correct information. It's like any other survey — it's sort of a pain in the neck. It may not affect you, but it can affect the soldier who comes after you. Soldiers should take the survey home to their spouse to make sure that the spouse is involved in filling it out. Let's be honest, spouses know a lot more about housing, and they pay the bills.

How do you see the role of recruiters, the value that they provide to the Army?

Recruiters have such an impact, and not just on who comes into the Army. They go into the communities. They deal with family members. They deal with young adults. They represent the Army among people who don't know much about us.

When someone comes into the Army, they often do so because they like the NCO who they are talking to, and they want to emulate that sergeant and be the kind of soldier that NCO is.

One of the things that is interesting to me is that we have the tendency to want to bad mouth recruiters and drill sergeants. We've done it for years, so I guess it is our culture. About a year ago, I took all the major commands sergeants major — about 40 of them — out to Fort Sill, because I constantly heard that the recruits coming into the Army are not as good as they were 20 years ago or 25 years ago.

So I thought let's go out and check training. We broke into small groups and visited basic training, AIT, and the NCO Academy. I then brought all the sergeants major back into a conference room and asked them to tell me what the differences are between the soldier of today and the soldier 20 or 25 years ago. You know, nobody said anything. Finally one sergeant major said, "There is no difference — they are still as motivated, dedicated, well trained and enthusiastic as we were."



If you look at recruiters, they are really on the tip of the spear. The people that they bring into the Army are the ones who have formed this country and the ones that fight and win our wars just like the one we're in right now. Recruiting is a tough job, and we need our best qualified people out there helping us bring good quality people into the Army.

I'm a tanker. I've been on tanks all my life, so I can deal pretty well with soldiers and platoon sergeants or first sergeants. But when you go out into the community, you start dealing with people who have different issues than you do, who lead a little bit different lifestyle than you're used to, that can be pretty tough. And it takes a lot of adjustment. I visit recruiting stations all over the Army, and I don't think I've run into anyone who isn't trying to do us right – not only for the community but really for the United States of America and the Army. They understand the importance of their job.

When I was talking about Fort Sill and when they said there were no differences, we all concluded the difference is what happens when they show up at our unit. Do we continue to reinforce the same thing the recruiters and the drill sergeants taught and reinforced during the recruitment phase and on into basic training and AIT.

Do you know when the question regarding an increase in Special Duty Pay will be resolved?

I don't know, but there has been a lot of discussion. One of the things I've been trying to do as the Sergeant Major of the Army is really focus on base pay, because that's what you are going to have when you retire. Look at an

operating room technician, a Special Forces soldier, or a Black Hawk mechanic and ask how much are they worth. I think they're worth a lot of money, but I think we should be very careful about this Special Duty Pay. I'm not saying they shouldn't get it, but I think my focus is more on the base pay than anything else. If special pays kept increasing but base pay didn't, people could be shocked when they retire and see how little they might be getting each month.

Do you think having a higher base pay would encourage more young people to want to serve in the Army and make recruiters' jobs easier?

I think it will. We're still a long way from where we need to be, and I think we need to continue to focus on pay as much as we can. I think our civilian counterparts understand the importance of having a great military. You have to pay for what you want. If you want an outstanding military, you've got to be able to pay for it, and I think they're doing that and they will continue to focus on it.

Pay is important, but it's something other than pay that makes a soldier stay in the Army. It's your chain of command, it's the people in the Army, it's a lot of different things that motivates you to be a soldier. I will tell you that the leadership in the military understands the importance of pay raises. This is not the last pay raise, and we will try to continue to target the NCO Corps.

Do you foresee any changes in the way recruiters go about doing their work?

Everyone needs to continue to look at how they do their jobs. If change is right to make it better for the Army, then I say do it. If it makes sense for us to have civilian contractors to help us recruit people in the military, then we should go ahead and do it. People don't need to be afraid of change. Most of the time, you're changing for the better, but you have to take your time and don't change everything

at once. Make sure you make a logical change and get a lot of input from everybody.

The beret was a major change in the Army. It became an emotional event, but most people did not know the history of the beret. People were talking about the beret and really didn't understand about the transformation of the Army. However, that was prior to the Army birthday. After the Army's birthday, I got calls saying what a great idea it was, how the soldiers looked so much better and people understand it now. It came out right for the Army.

Is there anything else you would like to say to recruiters?

I probably haven't said enough about how important recruiters are.

They're doing a great job and I'm very proud of what they're doing. I want to thank the spouses and the families. Being a recruiter, you spend a lot of time away from home. The spouses do a great deal with assisting recruiting within the military, and I want to thank them. Also, recruiters have a chain of command that cares. When I go to a recruiting station, it always amazes me to see that they're doing everything they can to make it better for all the soldiers within their unit. Now that's a good atmosphere — even though there's a lot of pressure that's placed on them.

We have a great Army and we just need to make it better everyday. It's important to make it better for the people behind you. As the Sergeant Major of the Army, I'm grateful to have this job, and I'm grateful to have noncommissioned officers, officers, and dedicated soldiers like the ones in the Recruiting Command. ■



Ethical considerations for recruiters

By Fred B. Pugh, Education Specialist, Portland Battalion

Army values



*This above all: to thine own self be true,
And it must follow, as the night the day,
Thou canst not then be false to any man.*

*Hamlet
Act 1, Scene 3*

Professional recruiters exercise considerable influence over potential recruits. They exercise even more influence over detailed recruiters assigned to them. Whether they are station commanders, first sergeants or operations sergeants this influence is sizeable. This influence extends in subtle and often routine ways.

Because routine actions are a daily part of a recruiting station, the ethics of ordinary recruiting must be explored. Recruiters, indeed, Recruiting Command ethics, must probe the ethical significance of seemingly unimportant situations and help recruiters use their power responsibly within the hectic framework of their daily tasks.

What is the nature of recruiting ethics and what constitutes ethical behavior in the day-to-day lives of our recruiters? One way to understand the aspects of ethics in recruiting is through what is called the PCV reality prism — power, control, and values. By looking at ethical situations through this prism, we can focus more clearly on the ethical questions recruiters face.

Power — the actual influence, or power, that recruiters have in their position is an important reality, because the recruiter's actions affect others ... other recruiters, and, more importantly, applicants. The recruiter must clearly see the influence of power that he or she exercises and the effect it has on peers, subordinates, and especially, applicants. Most of this influence is more subtle and difficult to recognize than the "official" power of the stripes and position.

Control — it is a fact that mechanisms of control permeate the environment of recruiting ... as they should. These means are designed to direct the power of recruiting professionals toward values such as fairness, competence, efficiency and human dignity. Quite a lot of these controls are "formal," such as a code of conduct, the values card, and CG guidance.

There are other mechanisms which are more "informal." These are hierarchical supervision, operational procedures, and the concept of facing yourself in the mirror each morning. We also see peer pressure, soldier norms and prevailing attitudes. Awareness of how these controls affect the everyday practice of a recruiter, is essential to understanding the ethics of our routine behavior.

Values — The third aspect of recruiting ethics involves questions over conflicting expectations or values. As a recruiter, you are expected to use the power you exercise in a way that supports the fundamental values of USAREC, such as applicant well-being, economic efficiency and legality, among others. These expectations or values are guides to the ethical use of power - for example, how you treat female applicants as opposed to male applicants or how you submit your expense report or, lately, how you treat your government credit card.

These three realities of the ethical considerations of a recruiter could be depicted as a prism. If you place a prism in your mind, notice that while there are three sides, it is one prism. The clarity needed to enable informed decisionmaking is not achieved if one side of the prism is cloudy. Notice also that the three sides interact with each other. The values side is directed at molding the power, which in turn is directed at realizing the values on the control side which is directed at limiting the power side by reflecting the values side.

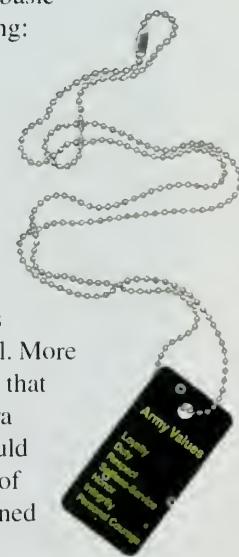
A key to sound ethical reasoning is a systematic approach that provides discipline and structure.

Principles. The principles approach is the distinction between the duty of justice and the duty of compassion. Justice is a duty we owe to everyone; compassion is a duty we are not able to give everyone. When these are in conflict, the duty of justice overrides the duty of compassion.

A more involved example of this approach is discussed in moral leadership in business. This identifies four basic principles as particularly useful in ethical reasoning:

- Always act to produce the greatest good with the least harm.
- Do unto others, as you would have them do unto you.
- Always act such that the least empowered are benefited in some way.
- Act such that the ability of others to lead dignified lives is enhanced.

Working toward improved ethical awareness is much more a practical matter than it is a lofty ideal. More recruiters should be expressing the consideration that good ethics is good for recruiting. It is not an extra burden. It is not a value-added nicety. Ethics should be part of a recruiter's job ... indeed, the bedrock of who he or she is as an officer and noncommissioned officer in the United States Army. ■



Make training stick like glue

By MSG Johnnie Dennis, Training and Assessment

Battalion leadership and company leadership teams often question training. Will there be return on investment? Will production improve? Will everyone who attends the training actually use the skills and tools to strengthen their organization as a whole? Will this training stick?

Good questions, difficult answers. How do you make training stick?

First, make it a PRIORITY. That is an acronym that represents the critical principles in leading a learning organization. It doesn't matter whether you're the commander of USAREC or a station commander in the smallest station tucked away somewhere in Small-town, USA. The foundation and principles of making training stick are the same:

Plan
Research
Inform and communicate expectations
Objectively observe
Role model
Inspire, instill, internalize
Test (live fire) hands-on performance, techniques
Yes, always have the YES attitude!

Planning is the first step. Its purpose is to eliminate rework — to do the right things correctly the first time. As you plan, consider these questions:

- What are the desired outcomes and key results? How will they help you and members of your organization move closer to the organization's stated goals to accomplish mission?
- Who are the people involved? What are their requirements? Are they realistic? Is some negotiation needed? And if so, what flexibility do you have?
- What's the organizational training structure? Does everyone attending need the same training? If so, how will you share responsibility for making training stick? Are leaders' expectations, methods, and measurements compatible? If not, how will you handle that?
- What steps will you follow? What's the time allotted for each step? How will you measure effectiveness?
- Can you do this on your own, or will you need outside assistance? In other words, do you have process capability?

Research options (two forms): One is directly related to what you already know about your soldiers; the other requires you to find out what others have done. That includes best practices, successes, and failures.

- What have you tried in the past, was it successful?
- What sparks your recruiters' learning? What actions, behaviors, or environmental factors motivate and de-motivate?
- Is your audience self-motivated or maintenance seekers?

Inform and communicate expectations. Your audience may be unique but won't know what you want unless you communicate your expectations clearly. This can be verbal or nonverbal. All modes must send a consistent message. For example, if you ask recruiters to be on time for meetings, it hurts your credibility when you're late.

Even if recruiters have worked in the same station for a while, it's not their responsibility to figure out what you want, especially when it comes to their individual development.

- Tell your audience specifically what you're doing. Explain your reasons and the outcomes you expect.

• Include all within the chain of command in the process. Ask for their input (empower them), then use it, refine if necessary and finalize your plan.

- Set short- and long-term goals. Clearly define them and any established milestones.

If your station or company changes its direction, necessitating that your recruiters alter their goals, inform all concerned as soon as possible.

Objectively observe. You may want to consider basing your observations on the measurements and outcomes you determined during the planning stage.

- How will observations be conducted? Can you do it alone or will the process require assistance.

- What exactly will you observe? Are you looking for the process or for the end result?

- How often will observations occur? Determine on how many HOPOT events are needed.

• How will you provide feedback on the observations? Also, ensure you receive constructive feedback from all who attended the training and act on it.

Role model. There's nothing like walking the talk; it's the strongest message that you can send your audience during training. Regardless of what you say, what you do will set the stage. Your priorities, by your actions, will become your audience's priorities. And those things you assign low value to, by your actions, will become of low value to your audience.

• Be 100 percent conscious of your movements and actions. Take time and effort to build an acceptance to those you train or you will lose the credibility established. What you say should always match what you do.

- Decide what you need to change or build on for appropriate role modeling.

• Tell your audience what you're going to do, do it, and then tell them what you did. The good old adage "Tell me, show me and tell me again, and I'll learn." Remind the audience that you are, in fact, role modeling.



- Allow input from all who will have a part in the training; it's much easier to be in this process together, and it does wonders to help build your team. **Inspire, instill, internalize.** Definitions according to the New Webster's Dictionary:

- **Inspire.** To breathe in; to infuse thought or feeling into; to affect as with supernatural influence; to give inspiration.
- **Instill.** To put in by drops; to infuse slowly; to introduce by degrees (into the mind).
- **Internalize.** Of or on the inside; having to do with or belonging to the inner nature of man; intrinsic.

Those definitions illuminate the essence of what we're striving for in training. We are literally trying to affect and inspire, drop by drop, the inner nature of our recruiters. Consistency is important, and everyday actions of our leadership and words weigh heavily.

Practice effective communications. Subordinates want their leaders to communicate information and practice values.

Test techniques. You can't be certain if something works, unless you test it. Even though you've done careful research and planning, there's an unpredictable human element. Circumstances can come together in ways that derail even the best plans.

- Be prepared to change direction, but first make sure the information is telling you that a change is warranted. Is the change needed because overwhelming information says you're on the wrong course, or is this a knee-jerk reaction to an isolated incident?

- Keep measurable objectives in mind. When you're testing, those measurements should be your guiding post especially with hands on performance.

- Know how long your assessment period will last and know how long it will take until you know whether you've been successful?

- How can you structure testing so that it doesn't disrupt workflow? What follow-up measures will you use once the testing period is over?

Yes attitude! Must be positive, enthusiastic, and confident – it's filled with urgency. That urgency is what drives you and your people.

- Look for situations that would usually be considered negative. How can you turn them into positives? How can you use those situations to develop your subordinates?

- Look to the source – yourself. How do you communicate information? What level of urgency do you place on developing skills?

- Is your perspective short term or long term? If it's not, what can you do to place yourself on that road? What tangible steps are you taking to demonstrate that to your subordinates?

- How will you influence your audience and will you focus on areas in which you have control?

Make training a **PRIORITY**, and make it stick like glue! 

TAC Tips — The Name Game

By USAREC's Training Assistance Center

Human nature is an all-too-often overlooked factor in the success or failure of every sales interview. For example, looking an applicant in the eye while making one of those "big fat claims" is one of the easiest to remember, **and most powerful** tools in the recruiter's arsenal. Too, the impact of knowing, and saying, the *applicant's name* (after all, everybody loves to hear their own name) is a much forgotten, but always positive tool for communicating honesty, demonstrating genuine concern and making clear that the interview is about the person .. not just "another number."

Always make sure you have heard a person's name clearly. Never proceed past an initial introduction unless you are certain you can pronounce their name correctly. If necessary, ask the person to repeat his or her name. If the name is an unusual one, ask the person how to spell it. Uncertainty over a name will become an instant distraction and will almost immediately cause you to feel ill at ease.

Repeat the person's name to yourself several times to get it fixed in your mind, and use the person's name several times during the course of the conversation. Not only will this help you retain the name, it will also inspire confidence and reassure the other person that you are interested and paying attention.

Begin to acquire a distinct impression of the person. Start noting characteristics that formulate the first impression. Remember any physical characteristics unique and memorable to the person. Listen very closely to the person's voice and "file" what is distinctive. "Visualize" the personality and form a mental picture based on sight, sound, and impression.

Finally, associate the person's name with a word picture that's colorful, action-oriented, and possibly even exaggerated. Any image that instantly triggers the recall of a person's name will be of valuable assistance.

Up close and personal

Special Forces Team addresses role in war

*Story and photos by Glenna L. Linville,
Baltimore Recruiting Battalion*

They call themselves Texas-One-Two, an insignificant call sign. However, there is nothing insignificant about this 5th Special Forces Group team from Fort Campbell, Ky., who returned from the war in Afghanistan in early December. For CPT Jason Amerine, SSG Chris Fathi, and SFC Chris Pickett, their deployment to Afghanistan may have ended unexpectedly when a stray bomb from a B-52 landed near their position Dec. 5, 2001, but they swell with pride regarding their role and its success, calling it a "dream" mission.

Amerine, a Special Forces team detachment commander, Fathi, a weapons specialist, and Pickett, a medic, candidly answered questions posed by approximately 30 political science students at the University of Maryland, Baltimore County Campus, Jan. 31, and more than 200 Junior Reserve Officer Training Corps students from Franklin, Millford Mills, Kenwood, and Lansdowne high schools Feb. 1. SSG Matthew O'Donnell and SGT Christopher Belcher coordinated the appearances as part of the Total Army Involvement in Recruiting and Community Relations Programs of the Baltimore Recruiting Battalion.

Amerine addressed young students from area JROTC programs. He told students his roots started in a JROTC Program at Roosevelt High School, where he enlisted in the Army for four years under the Army Reserve Split Option Program. However, one day SGM Kenneth Q. Ching Jr. handed him paperwork to fill out and he did as he was told. That paperwork gained him entrance into the U.S. Military Academy at West Point, where he graduated in 1993. Amerine has been in Special Forces three years and has been team leader for two.

In early November, Amerine, Fathi, and Pickett said goodbye to family and friends as they headed out on a mission that would take them to Tarin Kot,



A 5th Special Forces Group team visited the University of Maryland, Baltimore County Campus to discuss deployment to Afghanistan. Pictured left to right are SSG Chris Fathi, weapons specialist; SFC Chris Pickett, medic; and CPT Jason Amerine, detachment commander.

Oruzgon Province, and Sayyd alma Kalay, Afghanistan. Their mission as part of the 5th Special Forces Group and South West Asia and Middle East experts would not be an easy one, one not clearly defined, and one they fully expected to last six months to a year.

"We talked to the Navy and Air Force that dropped bombs, and headquarters who rendered support and supplies (food, ammo)," Amerine said. "We had the basics and were in good shape."

Mission defined

"We thought that we'd send in teams and link up with a conventional unit," Amerine said. "Special Forces is all about getting on the ground and making the best of what could be a bad situation." Amerine talked about going in behind enemy lines and linking up with 20-30 "G force" (also known as guerrillas or freedom fighters) and Pashtun tribal chief, Hamid Karzai.

"We had weapons, ammo and provided humanitarian assistance (food). We reestablished a headquarters in Tarin Kot, a place where the Taliban began, and where a psychological victory for Karzai took place. People began switching sides, and Karzai now had a group of 200 soldiers.

"The Taliban sent 500 soldiers and 100 trucks to a region 50 miles south of

Kandahar to put down the uprising. The Taliban didn't know that F-14s and F-18s would bomb the convoy.

"We reestablished security, trained, and organized "G" forces. The bombing continued, humanitarian assistance continued. We swept south towards Kandahar, the last major city where we had to develop trust. Firefights ensued and we launched counter-attacks. The "G" force fought back. On Dec. 4, 30 kilometers north of Kandahar, Hamid Karzai was named the interim leader of Afghanistan.

Families

"We had ways to get messages back and forth to families at home," Amerine said. "However, we were pretty much cut off for two months. They are now starting to get approval for telephone systems."

"The first press conference provided families with the first chance to hear what was going on. It broke the seal of secrecy and let the word out. The response has been dramatic."

Fears Aside

"Coming back with a few guys missing," Fathi said was his greatest fear. "You always have fear, but you get those out of the way. It's important to put your emotions aside so you can focus on the ability to do your job."

"Letting my fellow soldier down," Pickett said. "Maybe making a mistake that could cause your buddy not to return home."

"Making a bad decision or using poor judgment," Amerine said. "As a team leader, it's easy to make decisions; however, the hardest part is not using poor judgment. Normally we plan ahead of time, we didn't have that, which created some tension. Noncommissioned officers had to have faith in their leaders. It was scary, but at the same time, a dream mission ... focus on fighting, take them to war, win over a country. That's what we are trained to do."

Basics in training

Fathi said that the team has knowledge in all weapons systems,

foreign and domestic. All team members are proficient in light infantry tactics and mission profile. The team familiarizes themselves with foreign weapons before they go into a region. It was easy to track the weapons used: many were old, not maintained very well and in need of repair. Weapons are copied from the Chinese and Russians, some were from neighboring countries like Pakistan to the east and Uzbekistan to the north, and some were picked up from those who were dead.

When asked about equipment and training, Amerine said it was important for all soldiers to remember the basics. Chris Pickett said his training was put to the test under austere conditions. He would later receive the Purple Heart and Bronze Star medals.

Amerine said, "Our training enables us to work with the best, which we had. Keep in mind, depending on our jobs, we carried packs that ranged from 65-200 pounds. Our 'go to hell' packs consist of equipment that is needed for survival, radio equipment, no sleeping bag, 15-20 pounds of web gear and an eight to 10-pound weapon."

Mission Success

An operational detachment A team consists of 12 members: one detachment commander (captain), one detachment executive officer (warrant officer), one team sergeant (master sergeant), two weapons sergeants, two engineer sergeants, two medics, and two communications specialists. The Special Forces team from Fort Campbell went into their mission with 11 soldiers and was assigned one Air Force Combat Controller Technician.

Although an errant bomb prematurely ended their mission Dec. 5, all three soldiers have pride in what they do and what they accomplished in Afghanistan.

When not training for war, they are teachers and travel all over the world to train foreign soldiers. When the United States first establishes relations with a country, they send in an A Team. Representative of the peaceful process, they get to know one another. Medics perform immunizations and offer routine medical treatment.

Fateful Day

Texas One-Two went about their normal business Dec. 5, as B-52s bombed

enemy positions nearby. Soldiers were receiving mail and care packages and getting on with their day's work.

As they readied for their next mission, an errant bomb from a B-52 landed 100 yards away and killed three U.S. soldiers, 10 guerrillas and wounded 40-50 others.

Amerine told students there is a different closeness with your fellow soldiers that is difficult to talk about. When you go through an intense emotional time, only people you work with can fully understand. You eat the same food and spend a lot of time with them every day.

It's a close group, like family. The warrior ties and clichés make sense.

Army Values

Throughout the course of two days. Amerine, Fathi, and Pickett conveyed in candid conversation the seven Army values taught to new Army recruits today: loyalty, duty, respect, selfless service, honor, integrity and personal courage.

"Professionals take great pride in how they do their jobs. It makes Special Forces enjoyable and makes you want to stay," Amerine said. "We were appropriate troops to take care of what was needed in Afghanistan. President Bush entrusted the war effort to a small number of individuals. I can't tell you we will fight every conflict, but I believe we will have a role in it."

"September 11th changed the way people believe," Fathi said. "It united us. This is your country, I will do whatever it takes to defend. I would do it again. The job is not done; we haven't even warmed up yet ... it (public support) means a lot to the men and women who serve."

Pickett summed up Special Forces soldiers as "a professional segment of the Army made up

of top-class individuals. You don't worry about who is watching your back because you know your buddy has your back."

And have their backs he did

Amerine told the audience that Pickett was recently awarded the Purple Heart with valor and the Bronze Star for his actions in Afghanistan that helped saved his team members. Pickett continued to work on soldiers and ready them for evacuation despite his own injuries.

"From a medic's point of view, I was shocked to receive this award," Pickett said. "That's my job to work on patients, the injured."

Recruiting others

Fathi and Pickett could be walking commercials for Army recruiting.

Pickett had intentions of doing four years and getting out of the Army. He will tell you that he went to a "hooah school," (air assault) and liked it. He decided to go Special Forces.

"Special Forces looks for dedicated, mature individuals, real team players that love what they do. It's the greatest experience," Fathi said.

"You have the opportunity to socialize and communicate with foreign individuals and cultures. You adjust and adapt to the environment (culture, people, religion), and feel good about helping and serving your country in other places. You don't do it because it's cool or a Rambo thing, you do it because you truly love your country and want to serve people." ■



Three members of the 5th Special Forces Group supported recruiting efforts at the University of Maryland, Baltimore County campus. (Left to right) are SSG Chris Fathi, weapons specialist; SSG Matthew O'Donnell and SGT Christopher Belcher, Catonsville Recruiting Station; SFC Chris Pickett, medic; and CPT Jason Amerine, detachment commander.

Recruiter point of sale

Story by Richard Klinger, USAREC REQUEST Manager

Photos by J. B. McCollister, Montgomery Battalion

Currently, Army recruiters "sell the Army" and guidance counselors "sell the job." In other words, an applicant does not know what job they are getting until they go through several stages, including a test and a physical, and then talk with a guidance counselor. It is an arduous, tedious process for any buyer. The command is trying to determine if the recruiter should be able to reserve a job for each prospect as a normal part of the recruiter's sales presentation. HQ USAREC has authorized a proof of concept of point of sale (POS). Starting RSMs May-October 2002, the Louisville and Las Vegas recruiting companies will be evaluated on incorporating the Recruit Quota System (REQUEST) into their sales presentation and the proof of the concept of POS.

There are many benefits to using a single point of sale. It empowers recruiters with a tool to answer the hard questions from applicants concerning what, when, where, and how long. Moving the job selection earlier in the sales cycle and arming the prospect with the needed information to make their decision to enlist in the Army, the goal is to keep applicants moving through the sales/processing cycle thereby reducing contact to contract time.

Point of sale brings additional benefits by allowing each recruiter to close with confidence while providing the prospective applicant with "red carpet" treatment, being mobile and eliminating time constraints currently imposed at the MEPS.

Point of sale complements the existing guaranteed job selection ability with making a job selection in the recruiting station or in the comfort of the applicant's home. Point of sale should impact favorably in the number of enlistments processed, will reduce the number of qualified not enlisted and apathy DEP losses currently impacting our ability to succeed, further providing that "red carpet" treatment for our applicants during MEPS processing.



SSG Charles Alden, Hoover Recruiting Station, Montgomery Recruiting Battalion, schedules an appointment with Laura Andrews, a senior at Hoover High School in Birmingham, Ala.

Capability

Point of sale will provide recruiters with the following functionality as an extension to the sales presentation (potentially used in the presence of parents or others) from any location with dial-up access to the worldwide Web. Recruiters will be able to:

- Access REQUEST to view currently available jobs with basic/AIT training start/end dates, training locations, options and incentives currently available based on the prospect's qualifications and desires.
- Make a temporary reservation for an applicant prior to MEPS processing using ASVAB scores.

Once MEPS processing is completed and the applicant passes the physical and is morally qualified, guidance counselors then create the enlistment documentation using the reservation pulled by the recruiter.

Recruiter Procedures

Prior to or during the sales presentation, as part of his normal procedure but before using the point of sale process, the recruiter will build the applicant information into REQUEST, ensuring all information is correct. The recruiter will also enter the tentative physical profile and MEPS ID that will establish which MEPS will hold the reservation for later processing.

During the sales presentation, recruiters will have access to REQUEST via dial-up through a local Internet Service Provider (ISP) using the Virtual Private Network (VPN). Recruiter and prospect will be able to see MOS availability, BT/AIT start/end dates, training locations, options and incentives. Jobs will be displayed based on applicant qualifications, test scores, and USAREC quality requirements. The recruiter and the prospect will select the job and the recruiter will commit the temporary reservation in REQUEST.

Management Controls

Recruiters and their applicants will have seven calendar days to complete the processing or the temporary

reservation will automatically cancel, resulting in a no sale for the recruiter and placing the training seat back on REQUEST for other recruiters to use.

Giving recruiters the ability to reserve training seats should lead to a production increase. Recruiters reserving jobs for prospects who are not moving through the processing cycle will take training seats away from other qualified applicants. If a recruiter uses the sales tool to move an applicant from appointment to test, they can use the same technique to move the applicant to physical and enlist.

The following requirements must be met prior to the recruiter securing a REQUEST reservation:

— Applicant must be 18 years old at time of REQUEST reservation or have written parental consent on both DD Form 1966/4 and DD Form 2807-2-R.

— Applicant must have a valid Armed Service Vocational Aptitude Battery (ASVAB) or School Armed Service Vocational Aptitude Battery (SASVAB) test score to secure a tentative reservation.

— Applicants must agree they will complete all required processing within seven working days or the battalion operations NCOIC will cancel the reservation. The battalion Reserve operations NCOIC will contact the Reserve units to get vacancies reloaded if a USAR reservation is cancelled.

— Recruiters will verify all of the applicant's information entered into REQUEST to ensure data accuracy prior to making a reservation.

— Applicants requiring waivers of any kind will have to be adjudicated within the allotted seven-day window; otherwise, the reservation will be canceled. Applicants whose temporary reservation is cancelled due to the waiver not being completed within the allotted time will require approval prior to making another reservation.

Reservations will also be canceled if:

- Applicant becomes temporarily disqualified during processing.
- Applicant becomes permanently disqualified, waiver recommended.
- Applicant becomes permanently disqualified, no waiver recommended.

— A copy of the REQUEST reservation will be included in the applicant's enlistment packet.

Reservation cancellations must have a cancellation code of ND - No DEP Loss (Same Day Cancellation). Applicants will continue to process once the temporary disqualification is resolved or waiver is approved.

Recruiters (RA and USAR) will not process prior service, days of service (DOS), officer candidate, warrant officer candidates, band, Army civilian acquired skills program (ACASP), College First, ECLT, GED Plus, Alternate Training Program, SMP, IRR transfers and National Guard transfer applicants using a tentative reservation. These applicants will go through the normal MEPS process.

Recruiters will not enter a changed or false test score on an applicant who is not qualified for enlistment.

Example: applicant has a valid AFQT score of 29 (CAT IV); recruiter is not authorized to change the AFQT to 31 to show training availability.

A temporary reservation will not be made for applicants that require an exception policy or line score exception.

Reserve recruiters will change the "enlist date" to the "date of accession" (date applicant will be at the MEPS to swear in). This date will not exceed seven working days. If the applicant floors either before or after the date the recruiter enters into the REQUEST reservation, the guidance counselors will ensure the "reservation date" is the same as the "enlist confirmation date" in REQUEST.

This process will ensure the recruiter receives credit on accession day and BOARDS is correct. Reservations will be credited on BOARDS the date of swear in, not the date the reservation was made.

Under *no* circumstances will a temporary reservation be held from one RSM to another. All pending reservations must be sworn-in or canceled prior to close of business on the last day of the RSM. ■



SSG Charles Alden talks with Michael DeLeonard, an 11th-grader at Hoover High School, Birmingham, Ala., about opportunities and benefits.

USAREC Advertising and Public Affairs Programs

DEP/DTP News Releases

By Julia Bobick, Public Affairs Division

This is the second in a series of articles discussing USAREC public affairs programs and their contributions to recruiter success by enhancing the recruiting environment.

USAREC's various public affairs programs help increase Army awareness among prospects and centers of influence, create a positive recruiting environment and build support for recruiting activities, inform the community about Army opportunities, and develop public appreciation for the dedicated men and women who choose to serve our country in uniform.

Hometown news releases are one of the easiest ways to generate Army awareness and let the public know young people are enlisting within your communities. The releases are, after all, free advertising for the Army.

Not only do they provide valuable publicity for the Army and your station, but hometown news releases also are a tool you can use to help reduce DEP loss, one of USAREC's FY 02 goals.

"When these releases are published and the entire community knows about the individual's enlistment, it places more pressure on that individual to stay in the DEP and ship," said Russ Fitzgerald, Columbia Battalion APA chief. "Also, it may cause someone else to think about joining the Army - 'If he can do it, I can do it.'"

Having the DEP/DTP's commitment in print validates his or her decision to family, friends and peers, and satisfies the parents' desire to share their pride in their children with the community, according to Verna Rossevelt, Seattle Recruiting Battalion APA office.

"Seeing Johnny's or Jenny's name in the local paper is a major rush for parents and relatives, and has some residual impact on friends or peers who may have a latent interest in service. That's what keeps this program alive," said Andrew Madsen, Milwaukee Battalion APA office.

Battalion APAs often receive calls from parents and grandparents inquiring about why the hometown releases haven't run or if copies are available.

Clipping applicants' releases and providing them to parents is one way to continue building rapport with them as potential influencers. It shows you care to take the time and go the extra step, even though the applicant may have already shipped.

Some battalion APA offices subscribe to clipping services to scan their area papers for military news, including the DEP/DTP releases, then clip and send the articles to the battalion.

Clippings can also be posted in the station in conjunction with the DEP board or used in a recruiter scrapbook, Rossevelt added.

"We like having the clipping service because it lets us know what the impact of our efforts is," said Rossevelt.

whose office generates its own DEP/DTP releases instead of using the Army and Air Force Hometown News Service

You don't have to rely on the Hometown News Service to publicize your recruiters DEPs and DTPs.

Talk to your battalion APA about how you can use your local media to promote your station. Consider providing photos of DEP/DTP events or other activities to your community newspaper. Be sure that photos are tasteful, soldiers are in the correct uniform and the activity in the photos is favorable for your recruiting station. (If you are in doubt about a photo, run it by your battalion APA.) Prepare a few sentences about the photo and identify everyone, to include first and last names. The more information you provide, the more the newspaper may use.

Also, take the time to call or stop by the newspaper to find out in what format the staff likes to receive submissions. This may improve your chances of having your materials published.

"Providing DEP/DTP news releases to local media has always been a priority with our battalion, and most of the small dailies and weeklies here in Indiana will print our releases," said Mary Auer, Indianapolis Battalion APA chief.

Although not all newspapers use the releases, recruiters have to complete the form to even have the chance for a release to appear in the newspaper. The short time it takes is well worth it, and the process is simple.

The recruiter must initiate the release (USAREC Form 541), which is part of the enlistment processing worksheet (USAREC Form 794). The guidance counselor will complete the form after enlistment and send it to APA. The APA office will either prepare the releases and submit them directly to the newspapers, or forward the forms to the hometown news service, which has more than 14,000 media customers nationwide to which it sends releases.

It is important that all blocks are complete, the enlistee signs the form, and the guidance counselor immediately forwards the form to the APA office.

"Any delay in the process can result in the release being too old to publish," Fitzgerald said. "Delays are usually caused by missing or incomplete forms, failure to ensure the DEP signs the release or if APA receives the release long after the date of the event."

Don't forget that recruiter/soldier awards and successes are also important stories to share with your communities and generate the same positive publicity. Soldier hometown news releases are submitted on DD Form 2266, which must simply be completed and signed by the soldier then returned to APA office as soon as possible.

Both forms are available on the USAREC APA PA Division Intranet site at <http://hq.usarec.army.mil/apa/index.htm>, or from your battalion APA office.

If there's a public affairs topic you would like to see discussed in the Recruiter Journal, e-mail Julia.Bobick@usarec.army.mil. ■

Child Abuse Prevention Month



Keeping our children safe in difficult times

By Jack Nix, HQ USAREC Family Advocacy Program Manager

On Oct. 8, President Bush issued an executive order to establish the Office of Homeland Security and the Homeland Security Council. Their mission is to develop a comprehensive national strategy to strengthen protections against terrorist threats or attacks in the United States. The team will coordinate federal, state, and local counterterrorism efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the United States.

Prevention remains the best defense for our nation. It is also the best defense of our children against abuse. During the month of April, we reaffirm the commitment to making a positive difference in ending child abuse and neglect. Everyone needs to help.

Every child deserves to live in a safe, permanent and caring family. Regrettably, abuse and neglect continue to threaten the well being of many young Americans. Each year, more than 800,000 confirmed incidents of maltreatment of children and more than 1,000 abuse-related child fatalities plague our country. We can, and must, do more to fight these tragedies and to protect our children from harm.

By taking a stand against child abuse and neglect, we cultivate an environment that nurtures and strengthens families. We can give boys and girls the safe, stable and loving homes they need. They will be able to enter the classroom each day ready to learn, with improved self-esteem. They will be encouraged to reach their full potential as individuals and as members of our society.

In April, and throughout the year, let's join together in "keeping our children safe in difficult times." We can make a difference — one child at a time.

Ten things you can do to prevent child abuse

1. Volunteer your time. Get involved with other parents in your community. Help vulnerable children and their families. Start a play group.

2. Discipline your children thoughtfully. Never discipline your child when you are upset. Give yourself time to calm down. Remember that discipline is a way to teach your child. Use privileges to encourage good behavior and time-outs to help your child regain control.

3. Examine your behavior. Abuse is not just physical. Both words and actions can inflict deep, lasting wounds. Be a nurturing parent. Use your actions to show children and other adults that conflicts can be settled without hitting or yelling.

4. Educate yourself and others. Simple support for children and parents can be the best way to prevent child abuse. After-school activities, parent education classes, mentoring programs and respite care are some of the many ways to keep children safe from harm. Be a voice in support of these efforts in your community.

5. Teach children their rights. When children are taught they are special and have the right to be safe, they are less likely to think abuse is their fault and more likely to report an offender.

6. Support prevention programs. Too often, intervention occurs only after abuse is reported. Greater investments are needed in programs that have been proven to stop the abuse before it occurs — such as family counseling and home visits by nurses who provide assistance for newborns and their parents.

7. Know what child abuse is. Physical and sexual abuse clearly constitute maltreatment, but so does neglect, or the failure of parents or other caregivers to provide a child with needed food, clothing, and care. Children can also be emotionally abused when they are rejected, berated, or continuously isolated.

8. Know the signs. Unexplained injuries are not the only signs of abuse. Depression, fear of a certain adult, difficulty trusting others or making friends, sudden changes in eating or sleeping patterns, inappropriate sexual behavior, poor hygiene, secrecy, and hostility are often signs of family problems and may indicate a child is being neglected or physically, sexually, or emotionally abused.

9. Report abuse. If you witness a child being harmed or see evidence of abuse, or if a child tells you about abuse, make a report to your command, state child protective services department or local police. When talking to a child about abuse, listen carefully, assure the child that he or she did the right thing by telling an adult, and affirm that he or she is not responsible for what happened.

10. Invest in kids. Encourage leaders in the community to be supportive of children and families. Ask employers to provide family-friendly work environments. Ask your local and national lawmakers to support legislation to better protect our children and to improve their lives. ■

A recruiter writes:

How do I write a letter to make things better and not just complain is what I have been thinking about. If USAREC knows it needs 80,000 new accessions for a FY in August or September, then as a station why don't we get our mission for the year in October. That way a recruiter can know what he needs to do for the year at the beginning, and if he's a workhorse and overproduces, he can make mission easy and be done maybe in August or July, if he wants to be No. 1, he can overproduce and make it. Also, if he knows he will take a DEP loss in January and his mission for the year is 24, he can maybe overproduce during the 1st quarter, and instead of being minus one in January, he will still be on track. This has worked in the Texas National Guard, why can't it in USAREC? Also, 4 and 1 is not something that works!

The Chief of Staff responds:

Thank you for your thoughts on how to improve the command for recruiters in regards to the mission process and production management system (PMS) through U.S. Army Recruiting Command's (USAREC) "The Way I See It" program. I appreciate the opportunity to respond.

In regards to the mission, the Army's G-1 assigns the command with a multipart mission: monthly accession missions, quality marks, and the next year's entry Delayed Entry Program (DEP) requirement. The personnel needed by the Army to meet end-strength and fill its ranks by military occupational specialty (MOS) by month to meet the training base capacity determines the mission. This mission accounts for Army's retention and attrition of enlisted, warrant officer, and officer ranks. The G-1 locks in the first six months' missions and reevaluates the last six months' missions on a continuous basis. This year's accession mission increased twice before mid-September, but we constructed the contract mission so the field did not have to react. The quarterly requirements minimize mission changes and allow us to meet the Army's needs.

The command uses contract placement to improve business practices and provide a steady and constant flow of recruits to the training base. This prevents surges that overwhelm the training base, as we historically did in the summer months with recently graduated seniors. This placement has also provided a much improved MOS fill to the Army's field force. The mission conferences provide the brigades input to the overall process, mission models, and databases.

Station missioning provides station commanders freedom to determine their quarterly mission on a monthly basis. This concept also applies to how they manage their recruiting force. The National Guard (NG) Liaison Non-Commissioned Officer confirmed that the NG processes vary from each state but most are on a monthly basis versus an annual basis. The NG and AR applicants access directly into the service versus joining the DEP. The liaison also stated that the mission, for recruiters with storefront stations, is generally three per month. Understanding state's missions vary greatly with some states having much higher missions depending on their required strengths. The command continues to analyze alternative mission methodologies as well as the overall incentives program.



The 4-1 PMS requirement is the command's minimum standard to ensure a recruiter's success. The leadership understands that an individual's conversion data may be better or worse than this requirement. Your leadership must adjust your requirements based on conversion data and production to assist not only your success but also your unit's success.

Thank you again for your concerns and please continue to let us know how we can better support the recruiter. I have enjoyed the opportunity to explain this very important process to you. For further information contact MAJ Shawn McCurry at DSN 536-0340, commercial (502) 626-0340, or e-mail at shawn.mccurry@usarec.army.mil.

A recruiter writes:

Recently, I had a situation arise with one of my soldiers and a former DEP, now soldier. It seems that this new soldier took it upon himself to purchase and finance a new Compaq computer with my recruiter's name and social security number, which he found on his Reservation Confirmation. CID is looking into this matter. My question is Sir, can you only list the recruiter's last four of his SSN or another identifying mark on the Reservation Confirmation or do something similar to what is used on the processing list on Recruiting Central to protect our soldiers. Thank you.

The Chief of Staff responds:

Thank you for sharing your concerns through USAREC's "The Way I See It" program. Your specific issue of the recruiter's social security number being available through documents provided to Delayed Entry Program/Delayed Training Program soldiers upon enlistment is a serious concern.

The "RAGET" document that you refer to in your letter was never designed to be provided to the applicant upon enlistment. The system provides an applicant a copy of the reservation and can be easily identified by the statement, "Congratulations! A Successful Reservation Was Completed For," followed by the applicant's name. In response to your letter, I would like to assure you that with the Guidance Counselor Redesign, this will not be an issue in that any copies of enlistment documents provided to the applicant will not have any USAREC personnel SSN. Plans and Policies Division is currently drafting a message to the field in order to ensure this type of incident does not happen again.

Thanks once again for responding to the TWISI program. Please continue to let us know how we can better support you and your fellow recruiters. For further information contact SFC Vandenbos at DSN 536-0428, or toll free 1-800-223-3735 ext. 6-0428, or e-mail at Dirk.Vandenbos@usarec.army.mil.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Com-

mand. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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Fold here first

College market definitions – learning the new acronyms

By Alban Liang, Operations Research Analyst, USAREC PAE

The increased emphasis on penetrating the college market has introduced many in USAREC to the acronym HBCU and HSI and the term, Tribal, to identify and define some postsecondary institutions. This article is provides more information about these acronyms and terms to better understand our market. It is important to note that these acronyms, terms, and definitions were developed and governed by various federal agencies.

What are Historically Black Colleges and Universities (HBCUs)?

The Higher Education Act of 1965, defines an HBCU as: "... any historically black college or university that was established prior to 1964, whose principal mission was, and is, the education of black Americans, and that is accredited by a nationally recognized accrediting agency ..."

It is important to note that HBCUs are based on the institution's historical mission prior to 1964; therefore, the total number of HBCUs and the institutions' designations are fixed.

More information can be obtained at the White House Initiative on Historically Black Colleges and Universities Web site at <http://www.ed.gov/offices/OPE/hbcu/>.

What are Hispanic-Serving Institutions (HSIs)?

There is no official designation for HSIs. The only federal definition of HSIs that exists is Title V of the Higher Education Act (HEA) of 1965.

"... accredited and degree-granting public or private nonprofit institutions of higher education with at least 25 percent or more total undergraduate Hispanic full-time equivalent student enrollment."

It should be noted that Title V applies additional criteria for specific program eligibility. To be eligible for the Title V program, an institution of higher education must also have a high enrollment of needy students, low educational and general expenditures, and 25 percent or more undergraduate Hispanic full-time equivalent enrollment, where 50 percent of Hispanic students are low-income.

The only list of potentially eligible HSIs is one currently compiled by the White House Initiative on Educational Excellence for Hispanic Americans. The White House Initiative uses the Integrated Postsecondary Education Data System (IPEDS) that is developed by the National Center for Education Statistics, to create a list of institutions with 25 percent or more undergraduate Hispanic full-time equivalent enrollment to help provide some context for agencies and others inquiring about HSIs.

This list, however, does not designate HSIs and there is no official certification

process. The onus is on institutions to prove they meet the criteria set out in legislation in any venue in which they apply.

It is important to note the current HSI definition is based on student enrollment; therefore, the number of HSIs will grow as Hispanics continue to increase their representation in our society and more Hispanic students enroll in college.

More information can be obtained at the White House Initiative on Educational Excellence for Hispanic Americans Web site at <http://www.ed.gov/offices/OIIA/Hispanic/hsi/>.

What are Tribal Colleges and Universities?

Executive Order 13021 of October 19, 1996, defines Tribal colleges and universities as those institutions:

"... cited in section 532 of the Equity in Educational Land-Grant Status Act of 1994, any other institution that qualifies for funding under the Tribally Controlled Community College Assistance Act of 1978, and Navajo Community College, authorized in the Navajo Community College Assistance Act of 1978, Public Law 95-471, Title II."

More information can be obtained at the White House Initiative on Tribal Colleges and Universities Web site at <http://www.ed.gov/offices/OPE/TribalColleges/index.html>

The PAE Market Research Team created an electronic college database based on the Accredited Institutions of Postsecondary Education (AIPE). All postsecondary institutions in this database are accredited degree granting institutions. The database also contains fields that identify whether the institution is HBCU, HSI, Tribal and if they offer Army, Air Force or Navy ROTC on campus. This data was packaged by recruiting brigade and battalions and these DBF files can be downloaded from <http://maps.usarec.army.mil/apps/index.htm>. We designed these databases to serve as a useful tool for market research and analysis. Direct questions or feedback to Alban.Liang@usarec.army.mil. ■



Eating healthy while on the go

By SSG Kathleen Hall, Recruiting Center One

Most soldiers aren't faced with the unique dietary challenges of the recruiter. The average Army workday revolves around mealtimes – PT then breakfast, work call then a 90-minute lunch, and the day ends just in time for dinner. One of the most important things we can do for ourselves is ensure that we have a healthy diet. Even if you maintain a healthy weight and do well on your APFT, if you are not eating a healthy diet you may be hurting yourself in other ways.

"One of the challenges I faced as a recruiter was trying to eat healthy while still trying to make my applicants feel comfortable," stated SFC Anthony Greebe, an instructor at the Recruiting and Retention school. "We're talking to 17- to 22-year-olds and a lot of times you will

talk to them in fast food restaurants. People feel more at ease when you sit and eat with them; it's like breaking bread.

I was feeling rushed most of the time. Even when I did have time to sit down and eat a healthy meal, I still would choose unhealthy fast foods. The best advice I can give to recruiters is to

use your planning guide, and plan a weekly diet, and know where you are going to eat each day."

"My challenge was to not eat late at night," reported SFC Mitchell Hahn, also an RRS instructor. "I would eat fast food in my car, and I would eat late in the evening just before going to sleep. I noticed the pounds adding up."

"I noticed my cholesterol level had gone from below 190 to over 240 after I came off a three year recruiting tour," said SFC Marco Williams. "I thought I was in great shape, I scored high on my APFT and kept my weight down. It wasn't until a routine physical exam that I realized what all that junk food was doing to me."

"I've seen many recruiters become easily fatigued. A healthy diet will make you more energetic and more productive," said Greebe.

Maintaining a healthy lifestyle will not only help you feel better, but will set an example for your applicants to emulate.

Your first source of information concerning nutrition would be a dietitian at your local medical treatment facility. If you are not located near a medical treatment facility, Center One has compiled a list of health and



wellness organizations offering services to the general public. These organizations may provide contacts and resources within a community that would otherwise be overlooked. We encourage anyone with health and wellness related issues to consider contacting the appropriate organization in addition to speaking with a health professional.

Take Off Pounds Sensibly (TOPS), P.O. Box 07630, 4575 S. Fifth St., Milwaukee, WI 53207. 1-800-932-8677 24 hours a day. Information and tips for successful weight loss and referrals to support groups in the community.

American Institute for Preventative Medicine. 30445 Northwestern Highway, Farmington Hills, MI 48075. 1-800-345-22476 or in Michigan, 313-539-1800. 8:30 a.m.-5:30 p.m., Monday through Friday. Information packet available concerning lifestyle improvement, stress reduction, weight control, and health education.

American Dietetic Association / Consumer Nutrition Hotline, 216 W. Jackson Blvd, Ste 800, Chicago, IL 60606. 1-800-366-1655 10 a.m.-5 p.m. CT Monday through Friday. Offers general nutrition information, referrals to nutritional counselors, and offers a special teen program.

Helpful Web sites:

www.eatright.org
www.shapeup.org
www.nal.usda.gov:8001/py/pmap.htm

For information about Center One check out our Web page at <http://training.rrs.army.mil/centerone/default.htm>, or e-mail SSG Hall at SSG.Hall@usarec.army.mil. ■

Guidelines for Eating on the Run

Plan ahead! Use your planning guide and make a weekly menu for yourself.

Ask fast-food and local restaurants about lower calorie meals.

Keep a cooler in your office or car and stock up with healthy snacks and drinks.

Keep your favorite fruits and bags of cut up vegetables handy.

Keep meal replacement drinks or bars handy for those times when you truly are too busy. Avoid products that are high in sugar and caffeine.



A lawn mower doesn't have to cost an arm and a leg

By Mickey Gattis, USAREC Safety Office

It happens every spring. The cold weather begins to disappear. The grass begins to turn green. And millions of Americans get out their mowers, lawn tractors, edgers, tillers, and chipper/shredders in search of a beautiful landscape. Springtime can be dangerous for this very reason. This year, approximately 160,000 Americans will be injured seriously enough to require treatment in hospital emergency rooms, due to lawn mower accidents. And due to this increased exposures, more than a few will be fatal.

The thing emergency rooms workers hear most often from patients injured in lawn accidents is, "It happened so fast." No wonder!

The blade of a typical riding lawn mower makes 3 to 4,000 revolutions per minute, which is great for cutting grass quickly and efficiently. But your lawn mower blade doesn't care whether it's doing an efficient job on cutting your grass or on cutting you.

Not only will it cut fingers and toes; it can propel objects such as rocks, glass and wire at initial speeds above 170 miles per hour. Objects can be thrown more than 50 feet. Other injury producing items are hot mufflers that can burn the user, and gasoline can cause fires or explosions.

The following practices will help prevent most lawn mower accidents:

- Dress Properly – To include wearing hearing protection (earplugs) and eye protection. Wear substantial shoes and close-fitting clothes — nothing that can get caught in a moving part. No bare feet, sandals or sneakers!
- Don't mow when grass is wet.
- Check the lawn before mowing — remove all objects that could be thrown by the mower including sticks, stones, toys, bones, bottles, wire hangers and other



debris. Running over these objects can result in injuries and even death.

- If your electric mower isn't labeled "double insulated," never plug it into anything but a grounded, three-prong, outlet.
- Adjust cutting height before starting mower.
- Fill the tank before starting — handle gasoline with care, it is highly flammable. Always ensure the engine is cool when refueling.
- Never run the mower over stones or hard, immovable objects like pipes.
- Avoid pulling a push mower backward — there is a risk of your feet slipping under the mower deck.
- Keep electric mower cord out of the cutting path.
- Keep everyone away from the mowing area, to include pets.
- Keep hands and feet away from a mower when it is running.
- Stay clear of the blade housing and the discharge chute.
- Never point discharge chute at others.
- Never walk away from a mower when it is running.
- Do not allow children to ride as passengers on ride-on mowers.
- When cleaning out from under the mower, always disconnect the spark plug first.
- Treat gasoline like the volatile fuel it really is.
- Keep the power cord of an electric mower in near-new condition.

The rules of safe mowing are simple. Take time to heed them. Stay alert and do not become a victim of carelessness and misfortune. No one should have to give an arm or a leg trying to have a beautiful lawn.



Senator sends DEP members letters of congratulations

Wilsonville Recruiting Company

Photo by Ralph Walker, Portland Recruiting Battalion

CPT Mitchell K. Day, Wilsonville Recruiting Company commander, approached Oregon Sen. Gordon Smith approximately two months after taking command to win his favor in writing letters to each of his DEPs. The letters congratulate them on their choice to serve their country and to represent Oregon on the national and international level. To date, Day estimates that nearly 700 letters of congratulations and thanks have left Smith's office.

"It is a win, win scenario for both the Army and the senator," Day states. "We generate ownership and enthusiasm in our DEP pool while the senator reaches out to members of his constituency. These kids and their parents are amazed to get a letter from a U.S. senator thanking them for their contributions. I have received countless calls from DEP soldiers or their parents expressing their appreciation of the recognition," said Day. In an environment where funds are shrinking, this program doesn't cost the Wilsonville Recruiting Company a dime but pays off month in and month out. "I don't think that either of us could get better press," Day said.

Although there was a USAREC command drive to pursue public official support via letters, Day began this program far in advance of it coming from the command levels.

"I actually came up with the idea while I was still serving in Italy and earmarked to come to recruiting. I was filling out an absentee ballot and thought what a wonderful way to help encourage soldiers to be more politically aware of events and figures in their home state," Day said. Day, a Military Police officer, has also approached the Portland Police Chief in an effort to send similar letters to all DEPs who have joined the Military Police Corps. "Although our goal will be to keep these



CPT Mitchell Day presents U.S. Sen. Gordon Smith with a memento thanking him for his support to the U.S. Army Recruiting Command, Wilsonville Recruiting Company.

fine soldiers in the MP Corps through reenlistment, Chief Kroker sees the benefit of cultivating a market of potential future police officers for his force. Our Company DEP pool gets strength through ownership as these newly enlisted MPs can see the benefit that their choice can pay during post service. I am hoping to get this program off the ground in the next few weeks and that the word of mouth spreads like wildfire throughout schools and our DEP pool. The potential number of referrals from these motivated young men and women will only help take this great company even higher," states Day.

"I am proud of our partnership with Senator Smith and have witnessed firsthand the benefits of thinking outside the box. I have had great feedback from the Senator's office and expect this program to last as long as he is representing our great state," Day said.

December recipient of coin award for best suggestion

Story and photo by Liz Warnke, New England Recruiting Battalion

SFC Keith Anoe created a Police Agency Listing database in response to the requirement for battalions to maintain and update a listing of police agencies and their release policies. The automated system Anoe created allows the battalion to track and provide PAL information to field recruiters either via Intranet or as an e-mail.

Each month, LTC A. J. Lauria and CSM Joseph LaPlante, New England Battalion, will award a battalion coin to the soldier who has posted the best suggestion on the CARLL site for that month.

The information about the PAL database is posted on the Center for Army Recruiting Lessons Learned (CARLL) site which is accessed via the USAREC home page.



For his work in creating a Police Agency Listing (PAL) database, SFC Keith Anoe, New England battalion S-3, receives a battalion coin from LTC A. J. Lauria, battalion commander.

Culinary Arts TAIR Team cooks in New York City

Story by CPT Richard Davis, Long Island Company, New York City Recruiting Battalion

Photos by Emily Gockley, New York City Recruiting Battalion

A culinary arts team from Fort Lee, Va., recently visited the New York City Recruiting Battalion to support the recruiting effort. The team consisted of SSG Marzilla Carter and SSG Willie Thompson, who are instructors at the Food Service Specialist Course at Fort Lee, Va.

The team arrived in New York on Feb. 3 and spent the week travelling throughout the battalion area supporting the recruiting efforts of several companies. "Their visit to the Long Island Recruiting Company on Feb. 5 proved to be a hit with all involved. The event was well planned, resourced, coordinated and executed," said LTC Arnold C. Piper, commander, New York City Recruiting Battalion.

The team conducted a presentation and cooking demonstration for the morning and afternoon classes. The students were juniors and seniors in various high schools throughout Suffolk County taking technical classes at L.A. Wilson as part of their curriculum. Each class consisted of approximately 60 students.

SSG Carter led each class with a tremendously motivating speech in which she challenged all of the students to conquer their fears, set achievable goals, and strive to be the best in whatever they do. An integral part of the message was the importance of a good education, and she encouraged the students to stay in school. Each class observed two videotapes, discussing the Culinary Arts Institute's history and evolution and achievements of several culinary arts teams in various competitions.

USAMU Olympian named 2001 Army Athlete of Year

*By Paula J. Randall Pagán, Public Affairs
U.S. Army Marksmanship Unit*

SSG Jason A. Parker of the U.S. Army Marksmanship Unit has been named as the 2001 U.S. Army Male Athlete of the Year. Parker received his award at the Pride of the Nation banquet hosted by the U.S. Military Sports Association March 22 at the Crystal Gateway Marriott in Arlington, Va., along with SPC Kara Salmela, a 2002 Olympic biathlete with the Army National Guard of Duluth, Minn., who won the Female Athlete of the Year title.

"It's a nice feeling to be chosen as Army Athlete of the Year," Parker said. "I know a lot of the past recipients and it's an honor to be thought of in the same class as they are. This award ranks among the best awards I've received."

"I couldn't be where I am today without the Army or the Army Marksmanship Unit," Parker said. "They provided

"The event was a tremendous success due to the professionalism and motivation of SSG Carter and SSG Thompson," said SSG Donald McMillian.

Mr. Kenneth Burr, principal of L.A. Wilson Technical School, was very impressed with the Army presentation and requested similar events for other classes. Burr thanked the TAIR Team, company commander, recruiter, APA and the television station for coming to the school. "Inviting the media was a great idea," he said.



Students of L.A. Wilson Technical High School look on as SSG Willie Thompson prepares a meal.



SSG Willie Thompson, a member of the Culinary Arts Team, is interviewed by Darcy Bonfils. Thompson came to New York City from Fort Lee, Va., to assist Army recruiting.

every resource I needed to be where I'm at. To me, being a soldier means doing the right thing, and I would recommend the Army as a career to others."

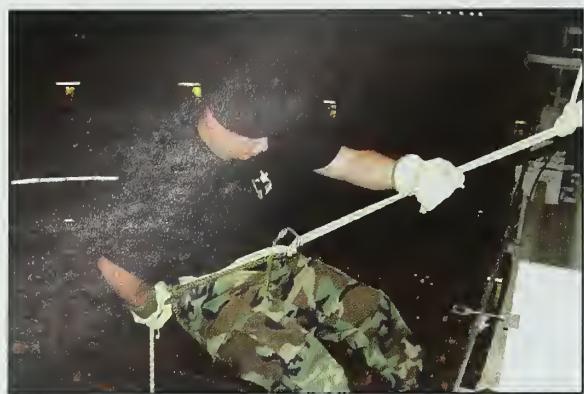
"My three greatest shooting achievements are setting two world records, being the best CISM shooter and becoming an Olympian, and my present goal is to make the 2004 Olympic Team," Parker said. "Becoming an Olympian had been a dream of mine since I was a teen-ager and the Army gave me everything I needed to attain this goal. I tell young people who want to make it to the Olympics, 'Once you have a



SSG Jason A. Parker

dream of what you want to be, make a plan and stick with it, and remember it takes hard work and a lot of discipline.'"

St. Louis recruiters rappel into America's Center Dome



When the St. Louis Rams wanted military pageantry for their playoff game with the Green Bay Packers a "Fly By" was out of the question. The Dome at America's Center is the heartland's version of a No Fly Zone. Answering the call, Army recruiters from the St. Louis Battalion "dropped in" the game ball for the Jan. 20 NFL playoff game.

On the 140-foot rappel were SSG Danny Lockaby, (above) Florissant Recruiting Station, and SSG Robert Piette, (right) Collinsville Recruiting Station, under the guidance of rappel master, SFC Timothy Lindley (top right) of Southern Illinois University, Edwardsville's ROTC Department. (Photos by Dave Palmer, St. Louis Battalion APA)



Special letter from Washington state lieutenant governor

Story and photo by Bill Pearce, Seattle Recruiting Battalion

Recognition for a job well done has special value that provides its own rewards. It was with this idea in mind that CPT Ciro C. Stefano, commander of Seattle Recruiting Battalion's Olympia Company decided to approach Brad Owen, Lt. Gov. of the State of Washington with an idea.

Stefano wanted Owen to sign letters of support and recognition for top recruiters in the battalion and also to sign a second letter of congratulations to be presented to all Delayed Entry Program participants recognizing their patriotism and courage in this time of national crisis.

Contact with Owen's office elicited a positive and encouraging response and on Nov. 13, Stefano and Seattle Battalion Commander, LTC Thomas Crabtree, traveled to the State Capitol in Olympia, Wash., and met the Lieutenant Governor in his office.

Prior to signing the letter, Mr. Owens, who has a long history of interest and involvement in issues relating to the young people of the state, discussed the opportunities and values offered by Army recruiters.

After the signing ceremony, Owen related that he planned to talk about the idea to his fellow lieutenant-governors at 2002 Lieutenant Governors pre-Convention meeting in Washington D.C.

The DEP letter program is already having a great impact on the young applicants who have been fortunate enough to receive theirs. They show these letters to friends in school and some have even framed them as momentos. Some have asked to have them included as part of their "I love me" binder. These binders serve as reminders for all DEP/DTP members to chart their progress and build pride and are great reference tools for potential applicants.



LTC Thomas Crabtree, Seattle Recruiting Battalion commander, and CPT Ciro Stefano, Olympia Company commander, meet with Lt. Gov. Brad Owen, State of Washington, to witness Owen's signing of letters of congratulation to top recruiters.

DEP member carries Olympic torch

By Tantra Peterson, Salt Lake City Battalion

What makes Matt Watson of Nampa, Idaho, different from other Army Delayed Entry Program (DEP) participants? On Jan. 25, Matt Watson did something no other Army DEP member had done. Matt carried the Olympic torch through Nampa en route to the 2002 Winter Olympic held in Salt Lake City, Utah.

"Matt is an enthusiastic go-getter who doesn't wait around for things to happen," said SSG Michael Lyons of the Nampa Recruiting Station. "He is going to be a great soldier." Matt joined the Delayed Entry Program in June 2001.

Matt has already made a lot of decisions for his future. He gives credit to his stepfather, John Steinbach, for his decision to join the

Army. Since he was 14 years old, he knew that he wanted to join the Armed Forces. His stepfather had told him of his experiences and the opportunities in the Army, encouraging Matt to join.

Matt feels that the Army is a big step toward reaching his goals. One of them includes becoming an Olympic athlete. Once he has finished basic and advanced individual training, Matt wants to try out for the World Class Athlete Program (WCAP). The WCAP



SSG Anthony Hill, DEP member Matt Watson and his recruiter, SSG Michael Lyons stand in front of the Nampa Recruiting Station DEP board. (Photo by SFC Steven Graves)

is an Army program in which soldiers try out for and, if selected, train for the Summer and Winter Olympics while in the service.

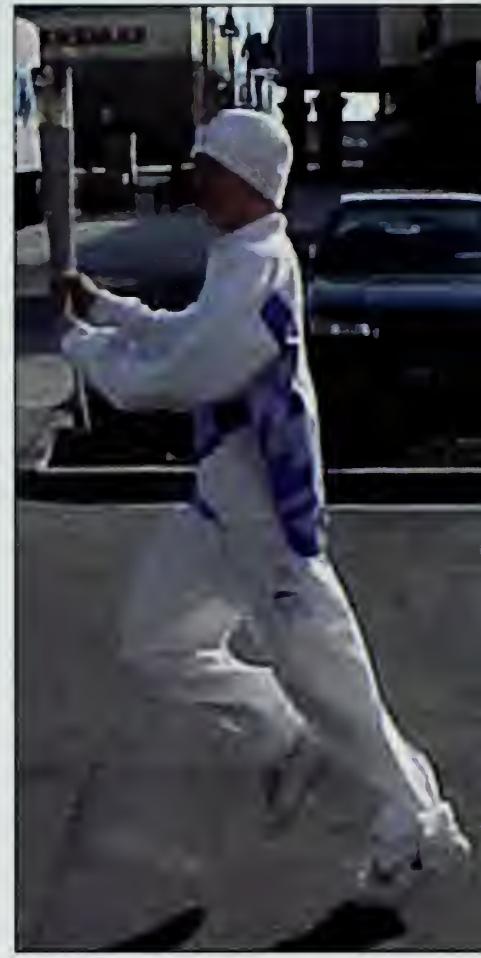
Matt's excitement about his Olympic opportunity can be heard in his voice as he talks about his turn carrying the torch through the streets of Nampa, with his family, friends and strangers cheering him on.

Matt never thought that he had a chance of being selected as a torchbearer. In Nampa alone there were up to 2,500 nominations and

only 10 people were selected. So when a big packet of materials arrived, announcing he had been chosen, Matt was more than a little surprised. His mother nominated him because she has always been proud of Matt and his accomplishments. In high school, Matt was selected for All-State in track and field his junior year. This year as a senior, Matt runs cross-country and the two-mile track, and he is looking forward to competing one more time at Nampa High School before entering basic training.

For now, he is looking forward to finishing high school and entering basic training in June. Matt is scheduled to go to basic at Fort Benning, Ga., and advanced training at Fort Campbell, Ky. His MOS is Infantry, Air Assault.

"Light the Fire Within" was the motto of the 2002 winter games. Matt keeps the Olympic torch as a reminder of his once-in-a-lifetime experience.



Matt Watson runs with the Olympic torch. (Photo by SSG Michael Lyons)

Spouse a Denver torchbearer

By LaWanda York, Denver Recruiting Battalion

Falling snow and cold weather did not keep a family member of the Denver Recruiting Battalion from carrying the Olympic torch with pride through Denver streets Jan. 30 as the torch made its way to Salt Lake City.

Patricia Johnson, Aurora, Colo., was chosen to carry the flame two-tenths of a mile in the Denver leg of the 13,500-mile long relay, which began in Atlanta and ended in Salt Lake City.

Johnson was nominated by her husband, SFC Paul Johnson, AMEDD Commander, and their daughter, Sarah.

"Carrying the Olympic Torch is a great honor," Patricia said. "I was a little nervous about carrying the torch, but am honored and excited that my family nominated me for this special event."



An Olympic committee escort runs with Patricia Johnson as she carries the Olympic flame. (Photo by SFC Paul Johnson)

Try out USAREC's free consultation service: *Lifeworks*

The U.S. Army Recruiting Command has contracted for a free consultation and information service, *Lifeworks*, for military members and their families. *Lifeworks* is a one-stop resource that offers consultation, information, and personalized community referrals and is available 24 hours a day, seven days a week through their toll-free phone number or Web site.

Professional consultants can help with issues such as:

Everyday Issues

House sitting, appliance/home repair, buying big ticket items, pet sitter, pet care, healthy lifestyle, nutrition, exercise.

Work Issues

Co-worker relationships, change in the workplace, business travel, career planning, communication skills.

Parenting and Child Care

Pregnancy and birth, adoption, child development, step- or single-parenting, adolescents, discipline issues, child care.

Education and Schools

Homework issues, study habits, college application process and selection, special needs programs, scholarships.

Financial Issues

Budgeting, debt management, investing, insurance options, taxes, retirement planning.

Legal Matters

Divorce, family matters, landlord/tenant, real estate, consumer issues, criminal, debt/credit matters, attorney selection.

Disability & Accessibility

Education rights and resources, independent living, accessing services, confronting discrimination, caregiver support.

Addiction and Recovery

Alcohol, smoking, gambling, eating disorders, education, treatment options.

Resources for Seniors (Your Parents)

Long-distance caregiving, elder care options, Medicare information, meal and transportation programs.

Emotional Well-being

Finding time for yourself, relationship conflicts, first-time events, grief and loss, depression, stress, marital concerns.

Lifeworks is a professional consultation service with resources and materials provided at no cost to you. A consultant will help assess your situation and develop a plan with you to resolve your concerns. The consultants have access to resources and in-house experts to provide the appropriate information that will meet your needs. Confidentiality is strictly maintained except in cases of abuse or threats to life.

Soldiers and family members who have used *Lifeworks* services know how useful the information can be. All of the recruiting battalion Soldier and Family Assistance (SFA) program managers have been asked to provide *Lifeworks* briefings to soldiers who are new to USAREC. Family members are encouraged to attend these orientation briefings.

Lifeworks saves time, money, and energy by providing information at your fingertips — providing you with peace of mind and more time for you to do the things you enjoy.

For Web site and password or toll free telephone number, contact your battalion SFA program manager at 1-800-790-0963.

Processing recruiters returning to active duty service

Applicants with prior service Army recruiting experience wishing to return to the Army as a recruiter, MOS 79R, who are otherwise qualified IAW AR 601-210, will be processed in the following manner:

The recruiter must initiate a request for grade determination waiver. The applicant must provide:

- Copy of all NCOERs while on recruiting duty
- Copy of their highest incentive award, the individual production point sheets, if available
- Memorandum listing all prior chain of command while on recruiting duty with a recommendation from the processing battalion sergeant major or company first sergeant
- Official photo

The battalion waivers clerk will review the request for grade determination with the required additional documents and forward a copy to PERSCOM Eligibility

and Inquiry Section (EIS) for initiation of the AG background screening and a copy to HQ, USAREC, ATTN: RCRO-SM-RT, Bldg 1307 Third Ave, Fort Knox, KY 40121.

The Recruit the Recruiter Team will contact the applicant for a personal interview. The Recruit the Recruiter Team will check with Enlistment Standards Division and Personnel (PER) for any history of improprieties, investigations and reliefs. Production will be verified through BOARDS. The team will contact the applicant's prior recruiting chain of command for recommendations based on performance and potential to serve as a 79R.

After the application is received, it will be assembled by the Recruit the Recruiter Team and forwarded to the USAREC Command Sergeant Major for recommendation of approval or disapproval.

After the application is received back from the Director of Personnel, the approval/disapproval will be faxed to battalion operations, who will, in turn, fax approval or disapproval to PERSCOM EIS for final grade determination.

PERSCOM EIS will contact USAREC Personnel Strength Management for assignment and class date should retraining be required. HQ USAREC will determine class dates and assignments based on the needs of the command. PERSCOM EIS memorandum will provide the required assignment information with EPD Control and Line number if retraining is not required.

The grade determination will then be faxed to the recruiting battalion operations/waivers clerk with a copy forwarded to the Recruit the Recruiter Team. The director for Personnel is the final approval authority for applicants returning to recruiting duty.

The guidance counselor will contact Personnel Strength Management at commercial (502) 626-0229/1015 for loading of assignment and/or class date after the individual has been approved to process.

USAREC point of contact is MSG Jack Miracle, NCOIC, Special Missions at 502-626-0105; SFC Victor Rios, NCOIC RTR Team at 502-626-0271 or Paula McBride, Admin, RTR at 502-626-0215.

OMPF Online expands to captains, staff sergeants

by Staff Sgt. Marcia Triggs
Army News Service

Captains and staff sergeants who are being considered for promotion this spring and summer will soon be able to review their Official Military Personnel Files online.

OMPF Online, which kicked off in November for sergeants first class being considered for promotion, is expanding to more of the force.

Captains being considered for promotion will be able to look at their records online beginning Feb. 1, and staff sergeants being considered by the June board will be able to look at their records online March 1.

In the past three months, OMPF Online has already proved to be a cost-savings initiative for the Army, said Col. Howard Olsen, the Enlisted Records and Evaluation Center commander.

"About 10 percent of the 20,000 sergeants first class that reviewed their records online opted not to request their microfiche," Olsen said. "It costs about \$1.40 to produce a microfiche, so just multiply that by 2,000."

EREC's goal by fiscal year 2003 is to eliminate the need for soldiers to request microfiche, which will save the Army an enormous amount of money annually, Olsen said.

EREC has set a goal for the entire Army to be able to view military records online by June, Olsen said.

In April, new software for the complimentary feature "Field to File" is scheduled to be tested.

Field to File will enable soldiers to send official military personnel documents such as awards and Noncommissioned Officer Evaluation Reports directly from a battalion or brigade S-1 to the soldiers' OMPF at PERSCOM.

By the end of February, there will be 19 digital senders throughout the Army, Olsen said.

However the senders are difficult to manage and maintain, and EREC wants to find a way that soldiers can send in their documents from their own computers, Olsen said.

U.S. Army Reserve seeks quality NCOs to serve as full-time recruiters and retention/transition NCOs

In an effort to attract quality non-commissioned officers to serve as full time Active Guard and Reserve recruiters and retention-transition NCOs, the U.S. Army Reserve has begun to conduct Career Forums at locations across the U.S.

These forums serve to educate and inform reservists about the program and to centralize the selection, record screening, application preparation, interviewing, medical screening, and hiring of potential Army Reserve recruiter and retention-transition NCOs.

Hiring recruiters and retention-transition NCOs is currently the No. 1 priority for the Active Guard and Reserve Program. There will be career forums conducted in major metropolitan areas throughout the U.S. during the remainder of the year. See dates, locations and local points of contact on the table below.

Soldiers selected through this program can be brought on an Army Reserve AGR tour of duty in as little as 60 days.

For more information, contact the Office of the Chief Army Reserve Retention and Transition Division. The program manager is MAJ Curtis T. Both and MSG Merrel Gage at 1-877-718-5686 or by email at USAR.Retention@usarc-emh2.army.mil or USAR.Recruiter@usarc-emh2.army.mil.

Fielding of new ID card is now underway

by Staff Sgt. Marcia Triggs
Army News Service

A team of contractors will travel worldwide to install equipment and help kick off issuance of the Department of Defense's new identification cards.

About 25,110 soldiers and Army civilians already have received the credit-card size, multiple-functional Common Access Card with an embedded computer chip. By May 2003, about 1.4 million cards are scheduled to be issued to Army personnel, and 4 million cards to be issued throughout DoD.

The card is not being issued to family members and retirees yet, but there are plans to implement this in the future, said COL Monique Hale, the chief of the Personnel Service Support Division at the Total Army Personnel Command.

The CAC has a magnetic stripe, two barcodes and an integrated circuit chip. The magnetic strip will be used to gain access to controlled areas. The bar codes and computer chip will be used to store identification, demographic and benefits information. The computer chip will also store the Class 3 Public Key Infrastructure certificates that allow cardholders to digitally sign documents such as e-mail, encrypt information and establish secure Internet sessions.

For more information on fielding of the CAC, see MILPER message 02-076 at <http://perscomnd04.army.mil>.

Date	Location	Contact
April 5-7	Indianapolis, Ind.	88th RSC, MSG Raines at (612) 713-3684
April 12-14	St. Louis, Mo.	88th RSC, MSG Raines at (612) 713-3684
April 19-21	Rochester, N.Y.	77th RSC, SFC Perry at (718) 352-6163
April 26-28	Kansas City, Mo.	89th RSC, MSG Laughlin at (316) 681-1759
April 26-28	Atlanta, Ga.	81st RSC, MSG Duncan at (205) 795-1720
April 26-28	Richmond, Va.	99th RSC, SFC Gorzynski at (412) 604-8284
May 3-5	Chicago, Ill.	88th RSC, MSG Raines at (612) 713-3684
May 17-19	Harrisburg, Penn.	99th RSC, SFC Gorzynski at (412) 604-8284
June 7-9	Detroit, Mich.	88th RSC, MSG Raines at (612) 713-3684
June 21-23	Boston, Mass.	94th RSC, SFC Brooks at (978) 796-2500
June 21-23	Charleston, W.V.	99th RSC, SFC Gorzynski at (412) 604-8284
July 12-14	Minneapolis, Minn.	88th RSC, MSG Raines at (612) 713-3684
Aug. 2-4	Columbus, Ohio	88th RSC, MSG Raines at (612) 713-3684
TBD	Nashville, Tenn.	81st RSC, MSG Duncan at (205) 795-1720
TBD	Memphis, Tenn.	81st RSC, MSG Duncan at (205) 795-1720
TBD	Houston, Texas	90th RSC, SFC Bass at (501) 771-7837

World must act now to prevent more terrorist actions

By Linda D. Kozaryn

American Forces Information Service

The world must act now to prevent terrorist networks from unleashing even more devastating evil than they did on Sept. 11, U.S. Deputy Defense Secretary Robert S. Wolfowitz said recently in Germany.

"We cannot afford to wait," he stressed in remarks prepared for delivery at the Munich Conference on European Security Policy.

For too long, he said, the international community has accepted terrorism as an "ugly fact of life."

"People spoke frequently of retaliation, but rarely acted," Wolfowitz said. "And when they did act, it was more often against the lower-level perpetrators of terrorist acts than against those who were ultimately responsible."

Sept. 11 changed all of that.

What happened on that day, "terrible though it was, is but a pale shadow of what will happen if terrorists use weapons of massive destruction," he said.

"No one who has seen the images of Sept. 11 can doubt that our response must be wide-ranging nor should anyone doubt the far greater destruction terrorists could wreak with weapons of greater power."

Documents found in the caves of Afghanistan reveal the scope of what the world faces, he noted. U.S. officials discovered diagrams of U.S. nuclear power plants and water facilities, maps of cities and descriptions of landmarks — not just in America, but also around the world — along with detailed instructions for making chemical weapons.

The United States now considers all nations that harbor, finance, train or equip terrorists "hostile regimes" that will be held accountable, Wolfowitz said.

"Those who plotted in the caves share a kinship with states who seek to export terror," he said. "They pose a clear and direct threat to international security that could prove far more cataclysmic than what we have experienced already."

Wolfowitz said President Bush has launched a campaign to hunt down terrorists relentlessly and to deny them the sanctuaries they need to plan and

organize. The U.S. campaign is not just a military one, he said, but also integrates diplomacy, intelligence, law enforcement and financial influence to disrupt and defeat the global terrorist network.

"Our approach has to aim at prevention and not merely punishment," he said. "We are at war."

U.S. officials want countries that stand for peace, security and the rule of law to join in the struggle between good and evil, he said. Countries that tolerate or support terrorism will face consequences.

"As President Bush said last Tuesday, 'Make no mistake about it: If they do not act, America will,'" Wolfowitz said.

The war on terrorism will be a long struggle requiring the contributions of many nations in "flexible coalitions," he said.

U.S. policy has been to accept help from countries on whatever basis is most comfortable to them. Some join publicly; others have chosen "quiet and discrete forms of cooperation."

"We recognize that it is best for each country to characterize how they are helping, instead of doing it for them," Wolfowitz said. "Ultimately, this maximizes their cooperation and our effectiveness."

In Afghanistan, he noted, America's most important coalition partners were the Afghans themselves.

"Because of the historic Afghan hostility to foreign invaders, we strived from the beginning to keep our footprint small and emphasized that we were not in Afghanistan to stay," he explained. "Instead, we leveraged the desire of the Afghan people to be liberated from the Taliban and to be rid of the foreign terrorists who brought so much destruction to their country."

Wolfowitz called on European allies to help expand the alliance against terrorism to include the Muslim world. He said the fight against terrorism is not just a fight of the Western countries, but of all who aspire to peace and freedom throughout the world.

Based on his own experience as U.S. ambassador to Indonesia in the 1980s, the country with the largest Muslim population in the world, Wolfowitz said

he knows the majority of the world's Muslims "abhor terrorism" and the way terrorists "have not only hijacked airplanes but also attempted to hijack one of the world's great religions."

To win the war against terrorism, he said, "we have to reach out to the hundreds of millions of moderate and tolerant people in the Muslim world, including the Arab world. They are on the front line of the struggle against terrorism.

"By helping them to stand up against the terrorists without fear," he said, "we help ourselves. Equally important, we help to lay the foundations for a better world after the battle against terrorism has been won."

Submit your ideas for recruiting station of the future

We want your ideas on recruiting practices needed for the future. Your concepts will assist a TIGER team to evaluate an implementation plan and provide training strategies on current and evolving technology.

Modifications to the current station model will enhance links between the unit, Recruiting Command and the recruiter. Modifications must sustain recruiting proficiency regardless of station location or mission.

What recruiting practices are needed for future success? E-mail your ideas to rc-advocate@usarec.army.mil or ricky.bragg@usarec.army.mil.

Golden Knights' pilot dies in aircraft collision

An Army pilot for the Army Golden Knights parachute team died March 15 from injuries suffered when the plane he was flying and a civilian aircraft collided over Marana, Ariz.

Dead is Chief Warrant Officer 4 Lowell K. Timmons, 45, stationed at Fort Bragg, N.C. The 16-year Army veteran leaves behind a wife and three daughters. Timmons also has a brother who is a warrant officer serving with the West Point Flight Detachment at Stewart Airfield in New York.

Timmons, known as "Butch," was an experienced pilot who was rated on eight different types of Army aircraft. He was a native of Orlando, Fla., and graduated

from Rollins College in Winter Park, Fla., in 1985.

Timmons served in the Army Reserve as a military policeman before going to flight school and being commissioned as an officer. He later entered active duty as a warrant officer.

Timmons was flying for a Golden Knights military parachute competition team which was conducting practice jumps at the Marana airfield. The collision between the aircraft occurred after the four Golden Knight jumpers had exited the aircraft.

National Transportation Safety Board and the Army Safety Center, Fort Rucker, Ala., are conducting an investigation.

Army and HCA partner in healthcare recruiting program

USAREC APA, photo by Greg Calidonna

The U.S. Army Recruiting Command and HCA signed an agreement Jan. 10 to provide priority hiring status to qualified soldiers participating in the Partnership for Youth Success (PaYS) program.

HCA is the nation's leading provider of healthcare services, composed of locally managed facilities that include approximately 190 hospitals and 70 outpatient surgery centers in 23 states, England and Switzerland.

Participating in the ceremonial signing were BG Robert E. Gaylord, USAREC Deputy Commanding General (East), and HCA representatives Richard Bracken, President and Chief Operating Officer, and Phil Patton, Senior Vice President of Human Resources.

"The U.S. Army is pleased to have HCA join our team as a corporate partner in the Partnership for Youth Success program," Gaylord said. "Adding HCA to our growing list of corporate partners enables our recruiting force to offer applicants quality post-Army employment opportunities with a leader in our nation's healthcare industry. We are proud to offer young people these

special opportunities for success during and after their Army service."

"The Army has long been known for attracting high quality people and providing them excellent training," Bracken said. "This partnership will give HCA the opportunity to take advantage of this talent pool to help alleviate the national shortage of healthcare workers. At the same time, it will provide those involved long term career opportunities after they fulfill their military commitment."

Under terms of the agreement between USAREC and HCA, enlistees interested in gaining specific job training and qualifications will receive that training while in the U.S. Army. As part of the enlistment process, recruits sign a letter of intent to work for HCA upon completion of their term of service. As they near the end of their enlistments, the soldiers will have the opportunity to interview with HCA for a specific job at a specific location.

"Each year the Army trains thousands of young men and women in a variety of medical specialty skills the healthcare industry needs. This partnership is just one way we can help ensure our soldiers continue to achieve success after leaving the Army," Gaylord said.

President Bush 'Wants You'

*By Linda D. Kozaryn
American Forces Information Service*

Mentor a child. Serve your community. Be a volunteer. President George W. Bush wants all Americans to do their part to protect the American homeland.

"Stand up to evil with acts of goodness and kindness," the president said at a town hall meeting in Winston-Salem, N.C. "Not only will our country be better, but we'll show the world that universal values must be respected and must be adhered to. As a result, the world will be more peaceful."

"The people we fight are evil people," Bush said in North Carolina. "They have no regard for human life. They believe in tyranny. ... Imagine a society where women are brutalized, children aren't educated, young girls have no chance of getting an education. It is a barbaric point of view."

The U.S. military is doing its part to fight terrorism.

Now, he said, it's time for the American public to do its share. You overcome evil, Bush said, "by doing something to help somebody." Millions of acts of kindness and decency, he said, make up the collective soul of the country.

The new USA Freedom Corps will focus on responding to crises at home, rebuilding communities and extending American compassion throughout the world, according to White House officials. They said the 2003 budget request includes more than \$560 million for the program.

"America is no longer protected by our vast oceans," the president said at the Capitol. "We are protected only by vigorous action abroad and increased vigilance at home." Along with the government's efforts, the nation's security will "depend on the eyes and ears of alert citizens."

"My call tonight," the president told the nation, "is for every American to commit at least two years — 4,000 hours over the rest of your lifetime — to the service of your neighbors and your nation."

Bush said the nation needs retired doctors and nurses, ex-policemen and ex-firefighters who can be mobilized in major emergencies. Volunteers are also needed to help police and fire departments and transportation and utility workers.

White House officials said the initiative involves creating a Citizen Corps to engage citizens directly in improving homeland security. This would include creating a Medical Reserve Corps, a Volunteers in Police Service program and a Terrorist Information and Prevention system.

The initiative also calls for expanding the AmeriCorps and Senior Corps programs to engage 200,000 new volunteers in community service. It also calls for doubling the number of volunteers in the Peace Corps program over the next five years, with specific efforts aimed at rebuilding Afghanistan.

If you want to find out how you can join the USA Freedom Corps ... go to www.usafreedomcorps.gov or you can call 1-877-USA-CORPS.



BG Robert Gaylord and HCA President Richard Bracken at contract signing.

Gold Badges

RSM FEBRUARY 2002

BALTIMORE

SFC Thomas Wolf
SSG James Motes
SSG Vernon White
SSG Steven Barnaby
SSG Teddy Wakeman
SSG Michael Patterson
SGT Matthew O'Dennel
SGT Landon K. Bigelow
SGT William Pace
SGT Kenneth Mcenaney

CHICAGO

SFC Bernard Yates
SSG Juan Santiago
SSG Gary Dunning
SSG Christina Peoples
SSG Frederick Chapman
SSG Donald Freier
SSG Carla Glover
SGT Felix Gutierrez
SGT Joshua Lytle
SGT Christopher Rummer
SGT Donald Jones
SGT Steven Maki

COLUMBIA

SFC John B. Guillot Jr.
SSG Robert Ezzell
SGT Donald J. Long
COLUMBUS
SSG Christopher J. Urbanek
SSG Steven Holeman
SSG James S. White III
SSG Albert H. Atkins
SGT James M. Bruce
SGT Jason B. Gordon

DALLAS

SFC Willie Johnson
SSG Venson Herron
SSG Steven Trayah
SSG Robert Jaynes
SSG Clifford Doss
SSG Clara Southern
SSG Alex Eldridge
SSG Jeffery Wolff
SGT Yaphet White

DES MOINES

SFC Kenneth J. Lee
SFC William H. Bacus
SSG Kurt Dock

SGT Edward

GREAT LAKES

SFC Elaine Jordan
SFC Willie Moore
SSG Hector Soto
SSG Michael Vacanti
SSG Scott Madden
SSG Lamont Solomon
SSG Jomo Anderson
SSG William Roark
SSG Shawn Cooper
SSG Jeffrey Frowine
SSG Larry Bovee
SSG Charles Sturgill
SSG Anthony Cheney
SSG Lawrence Hester
SSG Joseph Hohmann
SSG Reginald White
SSG Thomas Twigg
SSG Anthony Brothers
SSG Virgil Wilson
SSG Jeffrey Urquhart
SSG James Henley
SSG John Delk

SGT Kevin McCann

SGT John Holt
SGT Gregory Stokes
SGT Brian Boase
SGT Michael Ward
SGT Shawn Baldwin
SGT Steven Surmann
SGT Richard Waldlington
CPL Lindsey Gwyn

HOUSTON

SSG Jeffrey Jones
SSG Sung Kim
SSG Ronald Lawver
INDIANAPOLIS
SFC Darrell Cain
SSG William Nelson
SGT Michael D. Bowes
SGT Steven Morrison
SGT John Sibley

JACKSON

SFC Curtis Sweat
SSG Patrick W. Lunsford
SSG Christopher J. Dobbins
SSG Shawn M. McGuire

JACKSONVILLE

SSG Ronald Pirtle
SSG Jennifer Edwards
SSG Jose Delgado

LOS ANGELES

SSG Octavious Wiley
SSG James J. Mason
SGT Gary Green

MIAMI

SSG Orlando Garcia
CPL Joseph Minus

MILWAUKEE

SFC Bruce Paulson
SSG Robyn Collier
SSG Michael Sathre
SSG Shawn A. Proudfoot
SSG Robert C. Mason
SSG William J. Hoven
SSG Daniel Wirsing
SSG Michael Yeoman
SSG Ray Foster
SGT Ludmila Walsh
CPL Steven Austin

MONTGOMERY

SFC Dan Seaman
SSG Dezeborah Evans
SSG Bryant Ross
SSG Ronnie Lamberth

NASHVILLE

SSG Lawrence E. Cole
SGT Gregory Miracle

NEW ENGLAND

SSG James P. Decoite
SSG Philip B. Duff III
SSG Justine M. Beaulieu

NEW ORLEANS

SFC Terri Lea
SFC Noel Pierre
SSG Charles Morrelli

SSG Timothy Cage
SSG Luis Rodriguez
SSG Cynthia Bryant
CPL Joshua Savoie

NEW YORK CITY

SFC Patrick Cole
SFC Horace A. Brown
SSG Victor Diaz

SSG Jeremy D. Smith

OKLAHOMA CITY

SSG Kenneth Reeves Jr.

PITTSBURGH

SFC James R. Snyder
SFC Philip N. Reed



SSG Ronnie L. Hudson II

SSG Ronald J. Miller

SGT John M. West III

PORTLAND

SSG Shannon P. Correa
SSG Michael L. Varga

RALEIGH

SFC Michael T. Fernandez

SALT LAKE CITY

SFC Eddie Anderson
SSG Mark Cupples
SSG James Martinez

SAN ANTONIO

SGT Kenn W. Hawkins
SGT Jaime T. Flores

SEATTLE

SFC Nancy Slotnick
SFC Gabriel Tull
SFC Eduardo Rodriguez

SFC Tommy Tucker
SFC Lenora Johnson

SSG Anthony Taylor
SSG William Leonard

SSG Michael Marquez
SSG Michael Toolin

SSG D'aulon Henderson
SGT Ricardo Dawkins

SGT Michael Benge

SGT Christopher Berklund
SGT Edward Holderbaum

SOUTHERN

CALIFORNIA

SFC David L. Hunt
SSG Carles D. Herring
SSG Steven M. Stewart
SGT Kristine Iwen
SGT John W. Leonard Jr.

ST. LOUIS

SSG Ramon Britton
SGT James Maurer

SYRACUSE

SFC Enrique Dejesus Jr.
SSG Kevin Green
SSG Justin Blumenthal
SSG Andrew Becker

Morrell Awards

RSM FEBRUARY 2002

BALTIMORE

SFC Daniel Watson

COLUMBUS

SSG Phillip Brewster Jr.

SFC Shelia Wood

SFC Dean Gibson

SFC Joseph Wagener

SFC Thomas Mangold

DALLAS

SFC Shirley Conquest

SFC Clifford Dickerson

HOUSTON

SFC Terry Speicher

SFC Anthony Harvey

INDIANAPOLIS

SFC James Whitt

JACKSON

SFC James Hanlin

LOS ANGELES

SFC Edward Stoltz

MONTGOMERY

1SG Tory Hendrieth

SFC Kevin Smith

SFC Tracey Heard

NASHVILLE

SFC Curt Coslet

SFC Randall Nance

NEW ORLEANS

1SG Cornelius Hosch

NEW YORK CITY

SFC Jose Negron Jr.

OKLAHOMA CITY

SFC Troy Croushore

PITTSBURGH

SFC Daniel Kelley

PHOENIX

SFC Timothy Mooney

PORTLAND

SSG Edward George



SALT LAKE CITY

SFC Scott Duncan

SAN ANTONIO

SFC Mario Ramirez

TAMPA

SFC Carlos Sanders

SPECIAL MISSIONS

RECRUITING

SFC Guy Zahn

SFC Robert Hughes

5TH AMEDD

SFC Perthedia Berry

Recruiter Rings

RSM FEBRUARY 2002



ALBANY

SFC Jason Ploof

CHICAGO

SSG Stephen Lawlor

SSG Douglas Sweet

COLUMBIA

SSG Rodger Stephenson

SSG Falandis Richardson

COLUMBUS

SFC David Bodkins

SFC Erich Orrick

SFC Gregory Goodwin

SSG Brian Morris

SSG Phillip Brewster

DALLAS

SFC Terry Reynolds

SSG Patrick Martin

SSG Billy Garner

SSG Ralphele Reels

SSG Gerardo Esquivel

SSG Calvin Lamont

INDIANAPOLIS

SFC Gregory Martin

SFC Roberto Gallardo

SSG Robert Wilson

JACKSON

SSG Paul Jackson

SSG Jeffrey Goudy

JACKSONVILLE

SFC Tobias Grant

SFC Dennis Wycloff

SFC Shawn Aarance

SSG Roger Sanderson

MINNEAPOLIS

SFC Curtis Young

SSG Ahmed Shukri

MONTGOMERY

SSG Michael McGauley

SSG Jeffrey Gaylord

SSG Michelle Davis

SGT Zachary Hicks

NASHVILLE

SFC Glenn Hershfeld

NEW ENGLAND

SFC Joseph Cooper

NEW ORLEANS

SFC Dwight Washington

SFC Michael Davis

NEW YORK CITY

SSG Courtney Hanniford

SSG Dominique Michel

OKLAHOMA CITY

SSG Robert Farrar

PHOENIX

1SG Jeffrey Anderson

SFC Vernon White

SFC Chester Carnevale Jr.

SSG Scott Colon

SSG Robert Straw

SSG Michael Bloomer

SSG Thomas McCracken Jr.

RALEIGH

SFC William Kendall

SFC Eddie Hatcher Jr.

SFC Carlton Sutton

SFC Lisa Rose

SSG Brian Smith

SFC Ryan Commedo

SSG Thomas Blanton

SSG Gary Steensgard

SSG Michael McPhatter

SSG Sabrina Devane-Babb

SAN ANTONIO

SSG Roy VanTine

SEATTLE

SFC Ricky Buchholz

SFC Eddie Upchurch

SFC Keith McGee

SSG Sherlene Hubbard

SSG John Taylor Jr.

SPECIAL FORCES

RECRUITING

SFC Joseph Spear

TAMPA

SFC Markus Bates

SFC Shanon Hoover

SSG Darryl Valentine

The Test

- 1. Which of the following is not a prohibited activity in recruiting?**
 - a. Drinking alcoholic beverages with a DEP member, applicant or prospect
 - b. Using computer games on USAREC equipment
 - c. Enlisting a family member
 - d. Deliberate or repeated verbal comments of an offensive manner

- 2. A recruiter on leave can be reimbursed for expenses incurred during the performance of recruiting activities in his/her recruiting area.**
 - a. True
 - b. False

- 3. Police Record Checks, DD Form 369, are valid _____.**
 - a. for 3 months
 - b. for 6 months
 - c. for 12 months
 - d. indefinitely, unless new offenses/charges occur

- 4. What form must be completed during the initial DEP briefing?**
 - a. UF 512
 - b. UF 1135
 - c. UF 1136
 - d. UF 1137

- 5. HRAP participants must be updated in the HRAP database within _____ of arrival, release or departure.**
 - a. 96 hours
 - b. 72 hours
 - c. 48 hours
 - d. 24 hours

- 6. The yearly section (long-range calendar) in the planning guide is optional.**
 - a. True
 - b. False

- 7. Which applicant is not eligible for enlistment?**
 - a. Divorced and shares joint physical custody of one child
 - b. Divorced and pays child support for one child
 - c. Divorced and pays child support for two children
 - d. Married with two children

- 8. An applicant who has successfully completed _____ semester hours can be promoted to _____.**
 - a. 24, E-2
 - b. 40, E-3
 - c. 48, E-2
 - d. 48, E-3

- 9. For which of the following can a DD 214 *not* be used?**
 - a. Verification of name
 - b. Verification of date of birth
 - c. Verification of citizenship
 - d. Verification of education

- 10. A prior-service applicant is ineligible for enlistment if _____.**
 - a. He has high school diploma or equivalent
 - b. He has completed high school requirements from a foreign country
 - c. He has no high school diploma or equivalent
 - d. He has no high school diploma but has 15 semester hours

- 11. The first step in evaluating a casualty is _____.**
 - a. Check for responsiveness
 - b. Check for pulse
 - c. Check for breathing
 - d. Check for bleeding

- 12. Which of the following is not a symptom of heat exhaustion?**
 - a. Profuse sweating
 - b. Headache
 - c. Weakness
 - d. Difficulty seeing

- 13. How long do you apply direct manual pressure on a chest wound?**
 - a. 1 to 2 minutes
 - b. 2 to 6 minutes
 - c. 3 to 8 minutes
 - d. 5 to 10 minutes

- 14. What is the proper interval distance when operating a vehicle in blackout conditions?**
 - a. 20 to 50 feet
 - b. 40 to 80 feet
 - c. 50 to 100 feet
 - d. 60 to 180 feet

- 15. When engaging targets with hand grenades, you should expose yourself for no more than _____.**
 - a. 3 seconds
 - b. 5 seconds
 - c. 10 seconds
 - d. 15 seconds

The answers to this month's test can be found on the inside back cover.

Mission Box

The Achievements of One that Contribute to the Success of the Team



1ST
Brigade



2D
Brigade



3D
Brigade



5TH
Brigade



6TH
Brigade

RSM February 2002

Top RA Recruiter

SSG Ronald Green (Baltimore)	CPL Michelle Richardson (Raleigh)	SSG Curtez Riggs (Great Lakes)	SSG Juan Vasquez (Houston)	SFC Ralph Morrow (Phoenix)
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Top USAR Recruiter

SFC Clifford Stein (Albany)	SFC Daniel Mott (Atlanta)	SSG Tony Martineau (Minneapolis)	SFC Jerry Casey (Oklahoma City)	SSG Kenneth Teasdale (Salt Lake City)
SSG Mary Slaughter (Jacksonville)	SSG Jose Colon-Galindo (Miami)			
SFC Tracey Heard (Montgomery)	SSG Michael McPhatter (Raleigh)			
SFC Travis Gregg (Raleigh)	SSG Jose Young (Tampa)			

Top LPSC

S. Charleston (Beckley)	Statesboro (Jacksonville)	Rapid City (Minneapolis)	HO Memorial City (Houston)	Mesa (Phoenix)
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Top OPSC

Bradford (Pittsburgh)	Peachtree (Atlanta)	Bemidji (Minneapolis)	Centralia (St. Louis)	Newport (Portland)
Stuart (Miami)				

Top Company

James River (Baltimore)	Birmingham (Montgomery)	Loves Park (Chicago)	Tulsa (Oklahoma City)	None
		Lansing (Great Lakes)	Lincoln - RSM Jan. (Des Moines)	

Top Battalion

None	None	None	None
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Top AMEDD

Central	Florida	Minnesota	Kansas City	Rocky Mountain
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Answers to the Test

1. c. UR 600-25, para 2-1c
2. a. UR 37-16, para 4d
3. d. UR 601-94, para 5g
4. b. UR 601-95, para 2-3e
5. c. USAREC Message 01-058, dtd 9 May 01, para c
6. b. USAREC Message 01-024, dtd 10 Jan 01, para 4
7. a. AR 601-210, para 2-9c(3)(a)
8. d. USAREC Message 00-008, dtd 21 Jan 00

9. c. AR 601-210, para 3-4
10. c. AR 601-210, para 3-6a
11. a. STP 21-1-SMCT, pg. 474
12. d. STP 21-1-SMCT, pg. 490
13. d. STP 21-1-SMCT, pg. 506
14. d. STP 21-1-SMCT, pg. 295
15. b. STP 21-1-SMCT, pg. 189

UNIVERSITY OF FLORIDA



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U.S.ARMY

SM

AN ARMY OF ONE